GOVERNMENT OF
NEWFOUNDLAND AND LABRADOR

Final Report on the Renewal Strategy for Jobs and Growth

March 2001

Securing Our Future Together

Foreword from the Chair - Cabinet Committee on Jobs and Growth

In the Fall of 1999, the Government of Newfoundland and Labrador issued an invitation to all Newfoundlanders and Labradorians to participate in a process for taking the province's economic agenda to its next level.

An ad-hoc Committee of Cabinet, the Ministerial Committee on Jobs and Growth, which I had the pleasure of chairing, was created to lead this process.

The jobs and growth consultation consisted of 23 public sessions throughout the province and a series of 10 round-table sectoral forums with key stakeholders to explore the unique challenges and opportunities in the major sectors of our economy. The response to these consultations was tremendous. We heard from a diverse range of individuals and groups - economic and social development organizations at the community, regional and provincial levels; the business community; youth representatives; women's organizations; organized labour; municipalities; educators; and a host of other people.

The Honourable Beaton Tulk
Deputy Premier,
Minister of Industry, Trade
and Rural Development

In all, over 300 individuals and organizations made formal presentations or submissions to the Cabinet Committee on Jobs and Growth, and a similar number participated in the sectoral forums. The Cabinet Committee was impressed with the thought and care that people and organizations put into the process.

An Interim Report on Jobs and Growth was issued in March 2000. It outlined the major themes and key messages that emerged from the consultations and some initial priorities that government was able to act on immediately.

This Final Report on Jobs and Growth is a more comprehensive account of the direction government intends to pursue in advancing the economic agenda. It responds to the issues and challenges facing the people of Newfoundland and Labrador as conveyed through the consultations and presents an action oriented plan to maintain and build on our economic progress.

Government is committed to an open dialogue with stakeholders and the public in the implementation of the renewal strategy for jobs and growth. Annual "taking stock" sessions between industry groups, labour and the appropriate Ministers will be convened to ensure momentum is sustained. This is in keeping with the fundamental message delivered in the consultations that actions to move the economy forward must be developed and implemented in partnership with all stakeholders and that the jobs and growth agenda must be a "living" agenda, adapted and adjusted over time as circumstances may change.

It is clear that the people of this province have taken the consultation process seriously and want to make a real contribution in shaping our economic future. On behalf of the Government of Newfoundland and Labrador, I wish to express our gratitude and appreciation.

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1.0 INTRODUCTION

Background and Context

As we enter the 21st century, we enjoy the benefit of economic momentum that we have not experienced in some time. This comes on the heels of unprecedented challenges thrust our way over the past decade. The most significant of these, unquestionably, was the collapse of the groundfish industry and the resulting moratorium in 1992. This event had a profound economic and social impact on the entire province. It forced us to reconsider our future as never before.

But we are a resilient and a creative people. We confronted the challenges head on with a renewed sense of determination and we are now harvesting the benefits.

"What is needed now is a renewed plan which will build on the successes we have already achieved and take us forward into the 21st century."

- Premier Tobin, September 1999

Today, we are leading the country in economic growth. New job creation has been strong. Unemployment in the province as a whole has fallen substantially. New investments in our economy are at historic highs. The net out-migration trend has been reversed and is slowing significantly. Exports are expanding rapidly. Our fiscal house has been put in order. And the economy is becoming much more diversified than it was even five years ago.

However, significant challenges remain. We need to bring the unemployment rate down even further. We need to continue to address the out-migration situation, especially among our youth. We need to ensure that all regions of this province share in the recovery of our economy. We also need to ensure that all our people have an opportunity to participate productively in the economy – that they have meaningful jobs and the ability to provide for themselves and their families.

Renewing the Economic Agenda - Jobs and Growth

This is why the Government of Newfoundland and Labrador embarked on a process in the fall of 1999 to renew the province's economic agenda – more commonly known as the jobs and growth agenda. The goal is to build on our momentum and to re-energize our efforts to ensure this momentum is not lost. It is critical that the province keep pace with and adapt to the ever changing global economy. We must reach out and secure the opportunities that are presently before us and look ahead to capture new opportunities that are emerging. We must ensure our long-term strategy remains sound, effective and clearly focused. We must also ensure that all of our people share in our progress.

This report outlines the major themes and key messages we heard throughout the consultations and focuses on the strategic priorities that government intends to pursue as part of its renewed framework for jobs and growth. It builds on an Interim Report that was released in March 2000.

2.0 CONSULTATION PROCESS

"...(consultations) such as this...give government the chance to put a finger on the pulse of the province (and) gain new insights and perspectives on where we are and where we want to go from here."
- Ms. Eleanor Mauger, Enviro-West Ltd, Port-aux-Basques

Why Consult?

The strength of any plan or strategy that addresses a major area of public policy, such as the economy, is the degree to which it reflects the views of the people of the province and has the support of the public. The jobs and growth renewal process has been built upon such a foundation.

The process began with the release of a consultation document on September 27, 1999, followed by a series of public consultations held around the province. These open sessions were complemented by ten round-table forums covering each of the major sectors of the economy. In addition, an open invitation was issued for the submission of written briefs.

Public Consultations and Submissions

Initially, thirteen public consultation sessions were scheduled, beginning October 18, 1999. However, the response was so great that an additional ten sessions and four locations were added. The final public consultation session took place in Hopedale on February 7, 2000. In the end, twenty-three public sessions were held and over 300 formal presentations and submissions were presented to government.

"... I just want to express full support to government and the committee in giving the people an opportunity to express their feelings on how to move this great province forward. Together we shall overcome."
- Mr. Ralph Dawe, Private Citizen Conception Bay

Schedule of Consultations

Gander	October 18, 1999
Grand Falls-Windsor	October 19, 1999
Gander	October 21, 1999
Harbour Breton	October 25, 1999
Marystown	October 26, 1999
Corner Brook	October 28, 1999
St. Anthony	November 1, 1999
Port-aux-Basques	November 2, 1999
Whitbourne	November 4, 1999
Happy Valley - Goose Bay	November 8, 1999
Happy Valley - Goose Bay	November 9, 1999
Labrador City	November 9, 1999
New-Wes-Valley	November 15, 1999
Clarenville	November 22, 1999
St. John's	November 23, 1999
St. John's	November 24, 1999
Stephenville	November 27, 1999
St. John's	December 2, 1999
Mount Pearl	December 8, 1999
St. John's	December 9, 1999
St. John's	January 6, 2000
St. John's	January 11, 2000
Hopedale	February 7, 2000

Sectoral Forums

"...government seems interested in understanding the environment that needs to be created and in getting advice on how to create it. We are pleased to see the dialogue started and look forward to it continuing."

- Advanced Technology Forum
St. John's

The sectoral forums were equally successful in the extensive input they garnered from stakeholders. Participants were brought together to share their views on improving the business climate in each of the major sectors of the economy and to identify ways to enhance growth in their industries. The forums focussed on the following areas: oil and gas; forestry; mining; agrifoods; advanced technology industries; tourism; cultural industries; fisheries; aquaculture; and manufacturing. Almost 400 business, industry, academic, labour and community development representatives participated in the forums.

Who We Heard

Throughout the course of the consultation process, the views of a diverse range of individuals and groups were heard – economic and social development organizations at the community, regional and provincial levels; the business community; youth representatives; women's organizations; organized labour; municipalities; educators; and a host of concerned individuals – to name just a few. A full list of those who made formal presentations and/or submissions is included in an appendix to this report.

3.0 What We Heard

Changing Attitudes and Growing Confidence

Throughout the province there is optimism and confidence that the economy has turned the corner - that the economy is stronger and more diversified than it was even a few short years ago - and that we have bright prospects in our future.

This has led to a major shift in the attitude of the people of our province. A "can do" philosophy and approach permeated every consultation session, even in those communities facing the most difficult of economic circumstances.

"...we in this province have been through a lot lately ... and there have been lots of discouraging times. But we haven't quit. We're still open for business. "

- Ms. Linda Brett, Emerald Zone Corporation

People recognize that challenges continue to confront us, but almost every presenter in the consultations put forward constructive views and suggestions on how to overcome them and identified ways of seizing the many opportunities available to us.

People and communities are taking charge of their own futures. They see government as a partner in this challenge, not as the sole architect of our economic future. There is growing confidence in our ability to achieve success together.

A Sound Agenda for Jobs and Growth

Our economic recovery is real and our people recognize that it did not happen by accident. It has been the result of a clear and shared vision. It has been the result of a plan of action for jobs and growth based on consultation with the people of the province. It has also been the result of the leading role volunteers have played in their communities.

"Newfoundland is moving ahead on new strong legs. We have become a more visionary people. Our planning is more grassroots. Our flexibility and willingness to try new things and explore new initiatives is at an all-time high."

- Mr. Jason Beck, Youth Representative, Kittiwake Economic Development Corporation

Our people have indicated that we are on the right track - that the broad principles that have guided our recovery are fundamentally sound. We also heard that we need to recommit to these principles and find innovative ways to build on them to propel us forward. Our people also recognize that we need to maintain a long term perspective in our jobs and growth agenda - "quick-fixes" simply do not work and are no longer acceptable to our people.

Government therefore recommits to the following principles in its jobs and growth agenda:

Maintaining a strategic focus by keying in on industries and areas in which we have, or can develop, a competitive advantage and by being strategic in our actions and investments to support new long term opportunities.

Helping our people acquire new skills in a changing and increasingly knowledge-based economy.

Diversifying our economy to produce goods and services that are nationally and internationally competitive in quality and value.

Supporting the enterprising spirit of the private sector as the engine of economic growth. Government's role is to create an economic and social environment that allows private enterprise to be competitive and stimulate lasting economic growth.

Fostering innovation and technological progression in the economy to enhance productivity and competitiveness.

Building consensus about the need for change and **creating strategic partnerships** among governments, business, labour, academia, and community-based organizations to achieve common goals and to build economic success.

"It is appropriate...to take a holistic approach to economic development ...integrating economic with social development. This approach will provide a better environment (for) our economy to flourish."

- Ms. Barbara Brook, Gander Economic Development Task Force

Encouraging entrepreneurship and helping small business grow.

Concentrating on sustainable economic development by managing our natural resources and environmental conservation efforts with a view to achieving long term benefits for everyone.

Revitalizing all regions of the province and our rural communities to ensure fairness in the distribution of wealth and economic opportunity. The needs and opportunities of Labrador warrant particular attention in this regard.

Maintaining a sound foundation of government supports through an efficient and effective public service, modern infrastructure, and prudent fiscal management.

Integrating social and economic development to coordinate investments and achieve common objectives over the long term.

Obtaining full and fair benefits from our resources. This means taking a long term view of our opportunities and choices. It also means balancing the need to capture maximum benefits with the need to remain competitive and attractive to potential investors.

Providing equality of opportunity for all citizens, recognizing our diversity. The jobs and growth agenda must be an inclusive one to ensure fairness. The challenge of providing opportunity for our youth is particularly important.

Meeting the Challenge

"We believe we are embarking upon a new chapter in the history of our province...we believe we are more ready than ever to help set that course for the future, shape our destiny and realize our potential."

- Mr. Gerald Thompson, Exploits Regional Chamber of Commerce

While our progress has been substantial, people told us we can do even better. Challenges clearly remain, especially in rural areas.

Five major themes emerged from the consultations. These represent the key areas of attention that were suggested by people to advance the jobs and growth agenda. They are:

- © capturing strategic growth opportunities;
- © creating the right environment for economic development;
- © investing in education, training and youth;
- © adopting new partnerships for collaboration and cooperation; and
- © building stronger communities and stronger regions within the province.

4.0 CAPTURING STRATEGIC GROWTH OPPORTUNITIES

Diverse New Opportunities for Growth

Our people have much creative energy. Throughout the consultations, we heard countless new ideas and innovative approaches to strengthening and diversifying our economy. We heard about specific new business opportunities, we heard about new markets for our products and services, and we heard about the many competitive advantages that we possess. We also heard about the significant progress we are making in our traditional industries as well as in our maturing and emerging new industries.

A Rejuvenated Fishery

The fishing industry has undergone significant structural change in the last decade. While 1992 marked the collapse of the groundfish industry, it also signaled the start of a new fishery for our province - a fishery that is more diversified, more sustainable economically, and based on sound conservation practices.

"In 1967 Beothic Fish Processors processed just one species of fish - salted cod - and employed a maximum of 50 workers. In 1998, the company processed 21 species of fish.... (and created) the equivalent of 250 full-time jobs."

- Mr. Harry Harding, Beothic Fish Processors Ltd Wesleyville

Today's fishery is focused on new resource opportunities, secondary seafood production, and quality assurance to achieve maximum economic return in the marketplace. Led by growth in the shellfish industry, the fishery hit the $1 billion mark in 1999 and 2000 - the highest level ever achieved and double that obtained immediately prior to the groundfish moratorium. The modern fishery now harvests over 40 species and generates more value-added and higher quality production than ever before. More than $170 million in new private capital investment has gone into the fishery in recent years to diversify and strengthen it. And although the new fishery is not as labour intensive as the fishery of the past, over 20,000 people are directly employed in the industry at peak periods.

The fishery has been the backbone of our economy for centuries. It is a central part of our future. With stock rebuilding and effective resource management, combined with an increasing global demand for high quality premium seafood products, the fishery offers a solid opportunity for sustainable economic development over the long term.

Priorities for Action

A stronger focus on quality fish products

© Government will work with industry to build on the significant progress made in quality assurance throughout the industry in recent years - from harvesting to processing to marketing. The Fisheries Association of Newfoundland and Labrador estimates that more than $100 million in additional economic benefit could be gained from the present fishery alone if we focus more aggressively on this

challenge. The annual budget for the quality enhancement program in the Department of Fisheries and Aquaculture was doubled in 2000, from $250,000 to $500,000, to pursue this objective.

A sustainable harvesting strategy

© A sustainable resource harvesting strategy is critical to the long term development and management of our fishery. The province will press the federal government to maintain such a policy and will also urge the federal government to make sufficient scientific and other resources available to support appropriate long-term resource management decisions.

© Government will continue to provide financial support for the Chair in Fisheries Conservation at Memorial University. The work undertaken through the Chair will make a major contribution to the scientific knowledge and understanding of the province's marine ecosystem, particularly as it relates to the dynamics of groundfish stocks off our shores.

Continued emphasis on fisheries diversification

© New jobs and growth have been brought to the industry through increased emphasis on valued-added processing, development of "underutilized" species (such as sea urchin), more focused marketing efforts, and new fisheries such as the inshore Northern shrimp fishery. Government will partner with industry, through the Fisheries Diversification Program, to identify, research and develop additional commercial opportunities in each of these areas.

© The province will encourage the federal government to provide continued financial support to the Canadian Centre for Fisheries Innovation at Memorial University's Marine Institute in order to facilitate applied research and development in the harvesting and processing sectors of the fishing industry in support of diversification and growth objectives.

© The Seal Industry Development Council has developed a strategy which offers the potential to grow the sealing industry into a $100 million industry within five years. Government will partner with industry to achieve this potential on a commercially sustainable basis.

Reinforcing the adjacency principle

© The fishery resources off Newfoundland and Labrador must be made available for the maximum benefit of our rural communities in keeping with the long standing principle of adjacency. The action taken by the federal government last year to allocate Northern shrimp resources off our coasts to a P.E.I. based consortium fundamentally compromised the interests of Newfoundland and Labrador in this regard. Government will work constructively but forcefully with the federal government to preserve and protect the principle of adjacency in national fisheries policies.

A Canada-Newfoundland Fisheries Management and Development Board

© Over the longer term, there is a need for Newfoundland and Labrador to have a direct say in resource management and fisheries allocation decisions. The most effective way to achieve this would be through the creation of a jointly administered Canada-Newfoundland Fisheries Management and Development Board, similar in nature and mandate to the Canada-Newfoundland Offshore Petroleum Board. This will be pursued with renewed vigour by the Government of Newfoundland and Labrador given the recent action of the federal government to allocate Northern shrimp to parties outside Newfoundland and Labrador.

A review of fish processing licensing policy

© There is a need to ensure that harvesting capabilities and processing capacity are maintained in balance with one another, in keeping with a regional approach to industry development as well as the need for a commercially viable and competitive industry. Government will review its present fish processing licensing policy to ensure these objectives are being fully achieved and will encourage the federal government to do the same with regard to its overall harvesting licencing policy. A jointly administered Canada-Newfoundland Fisheries Management and Development Board would also help to achieve federal and provincial harmony in these areas.

New support for a modern fishery

© The fishery has undergone a dramatic transformation in the past decade. We need to ensure harvesters have access to the necessary financing and vessels to participate in this changing fishery. We also need to ensure that community infrastructure, such as fisheries related wharves and industrial water supply systems, are modernized to help the commercial harvesting and processing sectors grow and diversify. Government will work with harvesters and the banks to ensure the Fisheries Loan Guarantee Program meets the evolving needs of fishers. Action at the federal level to address current vessel size restrictions on the inshore fleet, which compromise the safety and business efficiency of the fleet, will also be pursued by the province. As well, strategic new investments in community harbour infrastructure and industrial water supply systems to support private sector opportunities for industry growth will be made in partnership with the federal government.

A More Competitive Agrifoods Industry

Our agrifoods industry has been growing steadily in both traditional and new products over the past decade. The value of primary agricultural production combined with food processing is close to $500 million today, employing 4,000 people throughout the province. The agrifoods industry is moving into niche markets with the development of new value-added food and beverage products. There are over 100 secondary food processors in our province today. The agrifoods industry is a major source of economic activity in many rural communities.

"...we have superior advantages for such markets as organic foods in a global market."
- Dr. Hilary Rodrigues, IAS Committee for Agrifoods

More than $2 billion is spent annually on food products in our province. This provides a strong base for our producers and manufacturers to supply the local market and springboard into expanding export markets. As well, consumer tastes and preferences are changing all over the world. Consumer demand is growing for high value speciality crops such as cranberries, organically grown food, and nutraceutical/medicinal products, some of which can be grown better in Newfoundland and Labrador than elsewhere. Demand for convenient ready-to-use food products is also expanding, presenting further opportunity for growth in our secondary processing industry. The agrifoods industry offers significant opportunity to strengthen and diversify the rural economy.

Priorities for Action

A stronger market driven approach to agrifoods development

© In order to realize the full potential of our agrifoods industry, we need to become more focused, more commercially competitive, and more diversified in primary and value added production and processing. We need to target areas where private sector strength is clearly evident and adopt a stronger market driven approach to development generally. Greater collaboration among producers, processors and other key stakeholders, including the sharing of expertise, pooling of resources and formation of joint business and market ventures, will be essential ingredients to success. Government's role will be to create an environment for success and to support commercial growth through industry led initiatives at the provincial and regional levels.

An Agrifoods Growth and Diversification Investment Initiative

© Government will support the implementation of industry driven action plans for growth and diversification through a comprehensive new Growth and Diversification Investment Initiative for Agrifoods. This initiative will direct the collective resources and expertise within the federal and provincial governments towards strategic development opportunities and priorities identified in partnership with the private sector. Research and development, human resource development, marketing, and agrifood business and technology investments will receive particular attention. Private sector led pilot projects in specific industry sectors will be promoted as a model for pursuing new growth and diversification opportunities. The recently signed Canada-Newfoundland Agrifoods Safety Nets Agreement will form a major part of this new initiative.

© Government will ensure that its general business assistance programs, such as the new Seed Capital Equity Program, the Business and Market Development Program, and the Venture Capital Tax Credit Program, are fully accessible to the agrifoods industry.

Stimulating micro-breweries and cottage wineries

- © Government will work with the agrifoods industry and other relevant stakeholders, including federal agencies (the Farm Credit Corporation and ACOA), the banks and the venture capital industry, to explore means and options of facilitating a better flow of commercial capital to agrifood enterprises to achieve growth and diversification objectives.

- © Government will create a more competitive business environment for the production of beer and wines from micro-breweries and cottage wineries by reducing existing liquor commission fees on these products. This will help stimulate growth and exports in this emerging new sector of the agrifoods industry.

A Northern agrifoods development strategy

- © Government will engage appropriate stakeholders to develop a Northern Agrifoods Development Strategy for Labrador that addresses both the high cost of importing food products to this area of the province and the potential to create new jobs in Labrador. A pilot project in the Labrador Straits region to test the commercial viability of food production utilizing peatland will be implemented as part of this strategy.

New Strength in the Forestry Industry

The forest industry has been a key part of the provincial economy for many years. It currently employs 8,000 people in more than 60 communities throughout Newfoundland and Labrador.

"Our forestry (industry) is undergoing a renaissance... partly because of excellent market prices, but more importantly, it is a result of a new emphasis on maximizing the resource."

- Mr. Dave Tulk, Kittiwake Economic Development Corporation

Newsprint shipments in 2000 were valued at over $600 million, with high quality products being sold to more than 40 countries around the world. Confidence in the industry's future is evidenced by the private sector's willingness to make significant capital investments of more than $100 million in recent years to enhance capacity, quality and productivity.

Our sawmilling industry has experienced tremendous expansion and has considerable potential to grow even further as it takes advantage of value-added manufacturing opportunities for lumber and speciality wood products. Production from our sawmills has doubled over the past six years. They now employ over 3,000 people and contribute more than $40 million to our economy. Almost half of our sawmill products are exported today, demonstrating that we can compete with the best in the world. A new secondary processing wood products industry is also emerging, with 15 manufacturers utilizing locally produced lumber.

The multiple uses for the province's forest resource ensures that this sector will continue to play a significant role in the economy, especially

"The development of the sawmill industry (in Labrador) is the province's best opportunity to secure current levels of return as well as future benefits."

- Mr. Robert Dingwall, Jamestown Lumber Co.

in rural communities. However, this strong demand also presents the greatest challenge for the industry. The demand for timber on the Island threatens to outgrow the available supply of raw material. As a result, both newsprint and lumber producers are facing limitations on their ability to expand in primary production. Overcoming the challenge of providing for growth in these industries in the face of a limited resource base is the key priority for future development.

Priorities for Action

© Government, in partnership with industry, will accelerate efforts to achieve more effective use of the wood supply through improved utilization of pulp and sawmill waste; adoption of new technologies in the sawmill industry to increase lumber yields and reduce waste; and better use of standing timber by re-directing domestic firewood cutting to low yield stands. Government will also enhance the growth of trees through expanded silviculture programs and increased efforts to protect the resource base from fire and insects.

Developing the forestry potential of Labrador

© The single greatest source of underutilized timber in the province is in Labrador. Government will actively pursue development of a forest products industry in Labrador in consultation with local communities and aboriginal groups. Development will proceed in a manner which provides maximum economic and employment benefits to Labrador residents. Priority will be given to private sector sawmill development opportunities along the southeast coast of Labrador. Government will make strategic investments in infrastructure to support these opportunities, including necessary improvements to the wharf in Cartwright to help get the finished products to market. Emphasis will also be given to industry development opportunities in the Goose Bay area through a recently signed forest management and development MOU with the Innu Nation.

© Government will partner with industry to investigate the feasibility of adopting new technologies in Newfoundland and Labrador to provide new sources of fibre, including heli-logging in difficult to reach areas, increased use of recycled paper by the pulp and paper industry, and development of a "fast growing species" strategy.

A sawmill industry strategy

© A comprehensive sawmill industry development strategy will be formulated in consultation with industry, as a means of generating greater economic and employment benefits from this sector in a regionally balanced manner and emphasizing value-added opportunities.

© A hardwoods management and development strategy will be implemented to facilitate the expansion of value-added secondary wood products through greater use of "underutilized" hardwood

species such as larch, aspen and birch. This industry shows strong potential for growth, especially in rural communities.

A Strong Mining Industry

Newfoundland and Labrador's mining industry produces over a dozen mineral commodities that contribute significantly to our economy. The industry currently employs approximately 3,000 people and shipped $1 billion in products around the world last year. Growth of almost 15 per cent has been achieved within the industry in the past decade.

"...metal prices have started to improve...encouragement for the future is also drawn from the rapidly growing number of prospectors active in the province."
Chamber of Mineral Resources

The province has abundant geological potential in both traditional mineral commodities and new resources, including industrial minerals such as dimension stone. World markets are healthy and growing. And Voisey's Bay in Labrador remains a world class nickel-copper-cobalt discovery.

The most critical element of mineral development over the long term is exploration. New mineral finds are needed to sustain and increase production over time. Exploration remains at a reasonable level in our province, currently in the range of $25 million annually, despite a downturn in exploration activity globally. This level of exploration reflects the confidence the industry has in our province.

Priorities for Action

Full and fair benefits from Voisey's Bay

© Government will continue to pursue a fair and reasonable deal with INCO for the development of Voisey's Bay - a deal which reflects the competitive business environment in which INCO operates but one which also assures full and fair benefits to our people, including full processing of nickel within Newfoundland and Labrador.

Encouraging mineral exploration ... and diversification within the industry

© Following the jobs and growth consultations, government extended its Mineral Exploration Incentive Program from three years to five years and increased the annual budget for the program from $2 million to $2.25 million. In consultation with industry, government will review and adjust the project eligibility criteria to increase the stimulative effect of this program even further.

© Government will adopt and implement a dimension stone industry development strategy, in partnership with industry and the federal government, to stimulate growth and investment in this emerging sector.

© Government is currently reviewing its overall mineral policy framework, with a view to ensuring we have a competitive and stable tax and regulatory environment over the long term to support

industry growth. This policy framework also needs to ensure that full and fair benefits are available to the people of our province from future mineral developments. Government will adopt and implement a renewed mineral policy framework within the next year.

Ensuring a competitive environment for growth in the mining sector

- Advances in technology and an aging workforce in the industry pose particular challenges for the mining industry in Newfoundland and Labrador. Government will support new training initiatives, in partnership with industry, to address these challenges, through such actions as the recently launched IOCC Employee of the Future Program at the Labrador West Campus of the College of the North Atlantic. These initiatives will also be designed to encourage greater participation by women at all levels within the mining industry.

- Government will reform its mining and minerals rights tax to stimulate greater exploration investment in the province, while ensuring it continues to receive a fair return from development of the resources held in trust on behalf of all Newfoundlanders and Labradorians.

A Burgeoning Tourism Industry

Growth in the tourism industry has been phenomenal. Bolstered by special celebrations such as Cabot 500, Soiree '99 and Vikings! 1000, the tourism industry has grown by one-third since 1996. In 2000, more than 400,000 visitors came to our province and spent over $250 million - a record level on both counts. As well, Newfoundlanders and Labradorians spent over $300 million on tourism within the province itself. Hospitality Newfoundland and Labrador estimates that tourism now supports 2,400 businesses and employs, directly or indirectly, 25,000 people spread throughout the province.

"Eco-tourism has a huge economic potential...demand for wilderness experiences is increasing dramatically ... We are very well placed to compete in the global marketplace..."
The Protected Areas Association

Through aggressive marketing, we are attracting more and more visitors to our shores each year to share our culture and the incredible beauty of our land. Demand for adventure tourism, eco-tourism and cultural heritage tourism products is growing internationally. Newfoundland and Labrador is well positioned to take advantage of these opportunities. Extending the peak summer season by building on shoulder seasons and promoting winter tourism also provides new opportunity to grow the industry and improve overall business viability, especially in rural areas. The development of the Trans Labrador Highway will change the shape of tourism in Labrador fundamentally, creating opportunities and demand for new tourism products in this area of the province.

Priorities for Action

© Increased investments made in tourism marketing in recent years, together with a solid "brand" image (unique tourism products, dramatic seascapes/landscapes, significant history, distinct culture, and genuine people), are paying significant dividends in jobs and growth throughout the province. Government will partner with the federal government and industry to strengthen marketing efforts even further, focusing resources on core markets in Ontario and the Maritimes, as well as initiatives in the Northeastern United States.

More emphasis on tourism marketing

© Increased emphasis will be placed on promoting Newfoundland and Labrador's niche tourism products in its overall tourism marketing strategy, where financial resources permit. This will include winter tourism, cultural-heritage tourism, outdoor adventure products, and other product areas where we have a competitive advantage.

© Government will continue to incorporate special events in its tourism promotion, in particular the Marconi celebrations in 2001, to complement its core "brand" marketing strategy.

Building our tourism products

© A tourism investment strategy was developed with industry in 1997 to provide a framework for tourism investment and product development around the province. The jobs and growth consultations revealed a need to refine and build stronger consensus on the product development component of this strategy. Government will establish a joint government-industry team to address this need. Particular attention will be given to product development opportunities that have potential to extend operating seasons.

Focusing on Labrador tourism

© Government will work with stakeholders on the development and implementation of new tourism strategies for Labrador that will capitalize on opportunities arising from the construction of the Trans Labrador Highway as well as the potential of aboriginal art, culture and tourism.

© Government will seek a financial partnership with the federal government and industry to reactivate Destination Labrador as a dedicated tourism development and marketing agency for the unique tourism products and experiences available in Labrador.

© The sports fishery offers significant economic and tourism potential on the Island and in Labrador. The province will continue to press the federal government to properly support its jurisdictional responsibility for inland fisheries through a comprehensive multi-

year recreational fisheries management and development program. The province is prepared to share the cost of this initiative with the federal Department of Fisheries and Oceans, as it did previously under the Canada-Newfoundland Comprehensive Agreement on Salmonid Enhancement and Conservation (CASEC). This initiative will be approached without compromising access to the recreational fishery by Newfoundlanders and Labradorians.

Preserving our natural heritage

- Recognizing that the natural beauty and pristine environment of Newfoundland and Labrador are essential to our tourism product, Government will move quickly to release a Natural Areas System Plan for the province, in order to preserve representative samples of our province's ecosystems and sensitive ecological sites.

Improving the tourist experience

- With recent growth in the industry, it is an appropriate time to focus greater attention on the overall experience of visitors to the province. This includes the quality of accommodations, cuisine and other services; modes and quality of transportation; and the richness and authenticity of the tourism product itself. Industry and government need to work collaboratively to build a quality conscious culture within all sectors of the industry, and to incorporate greater recognition of the value of training and certification. The government-industry team dealing with tourism product development will also consider ways to advance product and service quality initiatives throughout the industry.

A Maturing Petroleum Industry

Our oil and gas industry is coming of age. Newfoundland and Labrador is expected to produce almost one-third of Canada's light crude oil by 2004. We are successfully moving from a single project called Hibernia to a full fledged petroleum industry able to take advantage of opportunities in our province and around the world.

The flow of oil from Hibernia is surpassing original expectations. Hibernia has also provided us with the skills and infrastructure needed to develop the full potential of this new industry. As oil flows from Hibernia, exploration and development of further reserves hidden below the ocean floor continues. The Terra Nova field will come on stream this year, and a development plan is under review for the White Rose field. The prospects for an early start of a fourth producing offshore field, Hebron-Ben Nevis, are very promising as well.

"...with 4 trillion cubic feet of discovered natural gas, and an undiscovered potential of some ten times that amount, we have the resource base for a strong, vibrant and sustainable oil and gas industry in this province."

- Capt. Mark Turner, Newfoundland Ocean Industries Association

Our offshore natural gas resources are significant, with an estimated potential of 50 trillion cubic feet. It is a valuable resource that presents considerable economic opportunity. Its full exploitation also offers prospects for petroleum-based value-added processing in the province.

Several basins located onshore and offshore Western Newfoundland are also considered to have significant petroleum potential. A Newfoundland based company, Canadian Imperial Ventures Corporation, is proposing the development of the province's first onshore oil field, located on the Port au Port peninsula.

In 2000, an estimated $1.4 billion was invested by the private sector in the petroleum industry, including $920 million in development activity and $160 million in exploration. Exploration is the key to new development over the long term and interest in our offshore resources remains high.

The emergence of the oil and gas industry has stimulated a multi-faceted service and manufacturing sector. Numerous professional and technical firms have been born along with Hibernia and are now branching out to tackle projects beyond Newfoundland and Labrador.

Priorities for Action

A natural gas development strategy

- Four studies on the technical and economic potential for natural gas development in the offshore are currently underway in anticipation that a comprehensive natural gas development strategy can be developed for the province in 2001.

- Government will work with the federal government and Nova Scotia to ensure arbitration of the maritime boundary dispute between Nova Scotia and Newfoundland and Labrador is concluded in a timely manner. This is a potentially rich oil and gas region south of the Island and certainty over its jurisdiction is required before significant exploration can commence and long term investments are made by the industry.

- Government will work with industry to promote further exploration and development of petroleum resources in the West Coast region, as a means of providing new jobs and new business opportunities in this area of the province.

Taking stock of our petroleum benefits strategy

- Now that we have evolved from a single oil project to a maturing petroleum industry, it is an appropriate time to review our industrial and employment benefits strategy to ensure the province continues to receive full and fair benefits from the further development of its petroleum resources. This will be undertaken in a manner that takes into consideration the need to maintain an internationally competitive and attractive business environment for industry growth.

© A collaborative stakeholder review of the provincial labour relations regime in the oil and gas industry has recently been completed. Government will consider the recommendations arising from the review in a timely manner to ensure a productive and internationally competitive labour relations climate evolves to support growth and employment in the industry.

Streamlining regulatory processes

© Government will work with the federal government, the Canada-Newfoundland Offshore Petroleum Board and industry to identify and act on opportunities to improve and streamline existing offshore petroleum regulatory processes and practices in such areas as workplace health and safety, the land tenure system, and the project development approval process.

Developing our skills in the petroleum industry

© Government will work with industry and educational institutions to develop a coordinated strategy to identify and address education, skill and experience gaps between the growing needs of the petroleum industry and the local labour force. Opportunities for women and youth to participate more fully in the industry will receive particular attention in this strategy.

© Government will consult with industry on the introduction and implementation of generic offshore and onshore petroleum royalty regimes to provide long term certainty and consistency on royalty matters for both the provincial government and industry.

A Growing Manufacturing Industry

"Small scale manufacturing ... is an area which we expect to see growing in the next few years..."
- Ms. Cindy Colosimo Robbins, Labrador Straits Development Corporation

We are exporting to the world. We are building houses in Chile. Our bottled water quenched the thirst of athletes at the Commonwealth Games in Malaysia in 1999. Our soaps are scenting the baths of Japan. Our processed foods are served in the dining rooms of Europe.

Manufacturing outside the fisheries, forestry and mining industries currently employs more than 7,000 people full time in more than 400 companies in both rural and urban areas. Small scale manufacturers generate sales in excess of $500 million every year.

Over the past decade, our manufacturing industry has undergone significant change resulting from new export opportunities, heightened global competition, emerging information and other new technologies, and corporate restructuring internationally. Local manufacturers have been quick to take advantage of opportunities afforded by these and other developments, expanding their reach to the global marketplace.

The advantages of investing in Newfoundland and Labrador are significant. We have a skilled, productive and loyal workforce. In a

1998 independent study of 42 cities in seven countries, St. John's emerged as one of the most cost-effective cities in the world in which to do business. This advantage extends to rural areas of our province as well.

The manufacturing industry, particularly small scale non-resource based manufacturing, has the potential to grow into an increasingly important part of our economy, especially in rural Newfoundland and Labrador.

Priorities for Action

Small scale manufacturing - a priority

© Government adopted a small scale manufacturing strategy in 1999 following consultations with industry. This strategy focuses on helping firms adopt best manufacturing practices, team based management techniques, new production technology, ISO certification, export marketing expertise, and e-commerce methods. Implementation of this strategy will be accelerated in partnership with industry, with a particular focus on rural opportunities, and will form a core business development priority of the new Department of Industry, Trade and Rural Development.

Towards a national shipbuilding policy

© Government convened a Marine Industrial Policy Forum for Atlantic Canada in the Fall of 2000 to review the dynamic changes taking place in the shipbuilding and marine fabrication industry and to chart new directions within the context of a revitalized national shipbuilding policy. The federal government responded by striking a task force to address this issue as a national priority. The province will work with the federal government and other key stakeholders in identifying and implementing new measures to stimulate growth and vitality in this industry on a globally competitive basis.

A competitive business climate

© Government will maintain its stimulative manufacturing and processing corporate tax rate at its existing level of 5% and will ensure this tax regime remains among the most competitive in the country.

© A competitive business climate is essential for growth in the manufacturing sector, especially as it relates to smaller firms. Specific measures to encourage new business investment and to keep existing businesses competitive are outlined in other areas of this report.

© Government will work with industry to ensure full and fair access for local manufacturers in government's procurement policies, and will explore ways in which government's purchasing power can be used more strategically to support local industry while maintaining the fundamental principles of open access and transparency in its public tendering practices. A joint industry-government team will be

established to achieve these objectives and to ensure progress is sustained over time.

Developing a skilled labour force for manufacturing

© The consultations revealed that adequately skilled local labour is not always available to meet the needs of the manufacturing industry, especially in rural areas. This represents a significant impediment to growth. The newly formed Labour Market Development Council will be directed to address this issue as a priority through roundtable discussions with key educational, industry and labour stakeholders.

© Government will aim to improve its manufacturing "investment prospecting" abilities, especially in rural areas, by working with the private sector.

An Evolving Aquaculture Industry

"There is great potential in cod farming...what other business can return approximately a five-fold increase in product value in such a short time and allow the owner operator to pay off in full all financial debt."
Mr. Bernard Norman Rushoon

The aquaculture industry is relatively new to our province and is still in the development stage. Nonetheless, this sector employs more than 500 people today and has almost doubled in size over the past three years. Forty-three companies now operate over 100 commercial aquaculture sites in the province. An additional 70 sites are under development. Total export sales are in the $14 million range. The primary species being cultivated are mussels, steelhead trout and salmon. Cod grow-out enterprises, where traditional fisheries methods are being merged with aquaculture technologies, are also providing significant new opportunities for rural communities.

Aquaculture has become a major food source worldwide. There is considerable potential for expansion in our province. However, in the past, significant effort and resources have been directed toward a multitude of species for potential development as opposed to focusing on a more limited range of opportunities that had the greatest potential for commercialization. Given limited resources, this approach inadvertently constrained overall growth and job creation in the industry.

Priorities for Action

A new focus for aquaculture development

© Based on consensus that has emerged within the industry, a new five year aquaculture development strategy will be implemented, focusing efforts on opportunities in four primary species: blue mussels, Atlantic salmon, steelhead trout, and cod.

© Existing aquaculture support programs and services will be adjusted and enhanced in appropriate areas to accelerate commercial private sector development in the designated priority species. This will include further streamlining of the aquaculture regulatory and licencing regime currently in place. The moratorium on new cod

grow-out licenses and sites has recently been lifted to spur growth in this sector.

- Support programs will focus on measures designed to: (a) improve the financial viability of existing enterprises through reduction of production costs and adoption of new technologies; (b) enhance and expand cooperative marketing efforts; (c) attract new private sector investment; (d) encourage value-added secondary processing where commercially viable; and (e) facilitate improved industry training, including business management skills of smaller enterprises.

- The province will encourage the federal government to provide continued financial support to the Canadian Centre for Fisheries Innovation at Memorial University's Marine Institute, in order to facilitate applied research and development in the aquaculture industry in support of commercialization and growth objectives.

Improved working capital for the mussel industry

- The Aquaculture (Shellfish) Working Capital Fund has been reviewed in consultation with industry to ensure it effectively supports growth of the mussel industry. As a result, two new initiatives have been established to foster growth and introduce new technology to mussel farms.

- Government has successfully divested its financial interests in SCB Fisheries Limited at Bay d'Espoir in favour of full private sector ownership. The majority of the salmon and stealhead trout industry is clustered in this region. Government will work with the salmonid industry in Bay d'Espoir in appropriate areas such as R&D and market development to promote the commercial expansion of the industry.

An Emerging Cultural-Heritage Industry

"(Artists) represent a significant cluster of economic activity in their own right...."

- Ms. Pam Hall, Association of Cultural Industries of Newfoundland and Labrador

Newfoundland and Labrador has a rich cultural heritage that defines us as a people and shapes our identity on the national and international stage. The uniqueness of our culture and heritage also provides new economic opportunity in such areas as sound recording, film, publishing, visual arts, music, museums and heritage attractions. Our cultural activities currently employ more than 2,800 people and contribute almost $200 million annually to the provincial economy. Opportunities to promote our culture and heritage, for its own sake but also in an economic development context, are significant. The province's culture and heritage also plays an integral role in defining and enhancing our tourism product to the world. This is a growing industry internationally and its potential has only recently been recognized as an important contributor to our economic future.

Priorities for Action

A new cultural-heritage industries policy framework

© The consultations revealed a need to develop an overall framework for cultural and heritage industries development to guide growth and investment in a coordinated and focused manner. Government has been working with industry to formulate such a strategy, taking into account key themes and messages from the jobs and growth consultations.

© A cultural development strategy will be released in 2001. Among other key issues, it will examine new ways of stimulating the early stage creative processes of the people who make up our cultural industries and help professional artists become more viable. The strategy will also consider approaches for integrating culture within overall government activities, such as sport, technology and natural resources; identify areas where a renewed emphasis on culture and the arts is needed in the K-12 system; address means of promoting cultural products in the national and international arenas; and determine how best to forge more effective partnerships between government and stakeholders to achieve the full potential of the industry.

Focusing on critical industry needs

© A heritage development policy will also be released in 2001. It will establish a framework for designation of heritage sites at the provincial and municipal levels; provide guidelines for heritage conservation and presentation; set standards for the development, management and promotion of heritage sites and properties; and determine how best to forge more effective partnerships between government and stakeholders to achieve the full potential of the industry.

© Government will work with municipalities, industry, and other stakeholders to transform the province's six Arts and Culture Centres into more dynamic, regionally based operations that respond to the artistic and cultural needs of the regions in which they are located.

Taking our film industry to a higher level

© The film industry has grown significantly in recent years through the efforts of the Newfoundland and Labrador Film Development Corporation, supported by specific government measures such as the Telefilm Equity Investment Program and the Telefilm Industry Tax Credit Program. Considerable economic potential remains if the right approach is taken to development. In partnership with the film industry and the Corporation, government will review the most appropriate strategy to take the industry to a higher plateau where private sector investment drives future growth.

A Cultural and Heritage Industries Development Fund

© To ensure the needs of the film industry are addressed in the context of government's overall cultural industries strategy, responsibility for the Newfoundland and Labrador Film Development Corporation will be reassigned to the Minister of Tourism, Culture and Recreation.

© Government will partner with the federal government to establish a $4.5 million Cultural and Heritage Industries Development Fund to assist in the sustainable development of cultural and heritage industries and to support initiatives that have significant economic development and employment creation potential.

Knowledge Based Industries

"...the business of creating information technology solutions is also providing incredible growth for Newfoundland firms...and, as an enabler, the industry is allowing firms to establish in far more remote locations than was possible even ten years ago."
Operation ONLINE Inc

The economy of the province is transforming itself and becoming much more diversified - not only in traditional sectors such as the fishery and agrifoods industries, but also in entirely new industries. New strengths, capabilities and opportunities are emerging in information technology industries, environmental industries, aerospace, biotechnology, marine technologies, and specialized knowledge based export services such as educational products.

The information technology sector alone averaged more than 10 per cent annual growth from 1992 to 1997, and has grown by 25 per cent in each of the past three years. We have in our province today over 200 IT firms and 4,000 IT professionals, generating $600 million in sales around the world.

These new sectors of our economy hold tremendous growth and employment potential for Newfoundland and Labrador if we focus on specific niche opportunities.

Priorities for Action

Renewing our IT strategy

© Government targeted the IT industry for growth five years ago with the establishment of a public-private partnership known as Operation ONLINE. Government will work closely with industry to renew its approach to IT growth in the province as this industry continues to mature. Specific priorities will be established in consultation with the private sector and other stakeholders, but will focus on: (1) accelerating the use of IT in businesses in all areas of the province through e-commerce and other means; (2) addressing human resource development challenges throughout the industry; (3) developing and commercializing distance education technologies to level the playing field between urban and rural areas; (4) developing clusters of export oriented IT firms and capabilities

in various areas of the province that complement one another; and (5) ensuring all regions of the province have access to modern telecommunications infrastructure to participate in the knowledge based economy.

Marketing our marine technological capabilities and expertise

© Significant cold ocean and marine technology research and development capabilities have emerged within and around Memorial University. Among these are the Institute for Marine Dynamics, the Centre for Cold Ocean Resources Engineering, the Marine Institute, the Ocean Sciences Centre, and the Canadian Centre for Marine Communications. These facilities, and the expertise available through them, are among the best in the world. Government will partner with these institutions and the private sector to promote and market, on the international stage, the cluster of capabilities and expertise this "Centre of Cold Ocean and Marine Technology" can offer to businesses and industries around the world. Increased attention will also be given to commercialization opportunities that can be realized from this technology cluster. These initiatives will lead to new employment and investment in our province, and will also raise the profile of our province in the international community as a modern, diversified and dynamic jurisdiction.

Greater attention to environmental industries

© The environmental services industry is opening up new opportunities in Newfoundland and Labrador in such areas as recycling, site reclamation and waste management, to name just a few. We need to view environmental stewardship as an opportunity for economic growth, not as an obstacle. Government will partner with industry to more vigorously promote and develop private sector opportunities in this field. Government will also develop a comprehensive waste management strategy for the province in consultation with municipalities, industry and other stakeholders, to address community waste management issues in our province and to take advantage of potential new business opportunities in this area.

© Government will adopt and implement, in partnership with industry and the federal government, a biotechnology development strategy, in keeping with provincial competitive strengths in the marine sciences and genetic research. This will advance commercialization, employment and investment opportunities for our province in an expanding world market for biotechnology products and services.

A defence and aerospace industry cluster

© There is potential to develop a high technology niche manufacturing and service industry clustered around the national and international defence and aerospace procurement business. Government made a strategic investment in 1999 with the private sector to establish an advanced manufacturing centre in Gander - Newfoundland Bonding and Composites Limited - to support this direction. Government

will continue to promote these opportunities and partner with the private sector to identify and capture national and international business for provincial firms in this sector. Significant spin-off opportunities for smaller manufacturing and service based companies will also emerge as critical mass is developed within this industry.

Developing an education industry

© While education is a critical building block of economic development, it can also be viewed as an economic growth opportunity in and of itself. Globally, trade in education products and services reached almost $70 billion in 1995. Spending on work place education in Europe and North America is estimated to be in the $300 billion range, and 1.5 million high-school and post-secondary students study abroad each year, contributing an estimated $28 billion to the economies of their host countries. Growth trends in each of these areas is strong, with the number of "international" students alone expected to double in the next decade. Newfoundland and Labrador is well positioned to participate in this education marketplace. The emergence of a strong IT industry in our province also offers opportunity in the education industry, as many education products and services are increasingly being delivered through the Internet and other web based systems. A comprehensive education business development strategy will be finalized and implemented to guide marketing and investment in this emerging new industry, based in part on two pilot projects currently underway in Corner Brook and the Burin Peninsula .

The Social Economy

The social economy provides a diverse range of goods and services and employment opportunities through volunteer networks at the community level that neither the private sector nor government is well positioned to meet.

"Our programs are a wonderful marriage of social, economic and community development."

- Ms. Catherine Barrett, Waterford Foundation (Evergreen Recycling and Mill Lane Enterprises) St. John's

A good example is Evergreen Recycling and Mill Lane Enterprises in St. John's. This non-profit organization, administered by the Waterford Foundation, has a mandate to deliver community-based vocational rehabilitation programs for people with mental disabilities. It operates a recycling and woodworking/textile business that employs 120 people who have moderate to severe mental illness. This initiative serves a valuable social objective by providing participants with job skills, income and greater self-esteem, but it also provides a valuable community service in the form of environmental recycling and it contributes to the economy by providing services and goods that are in high demand. Ultimately, the goal is to provide individuals with experiences that will allow them to move into the mainstream labour force and avail of long-term permanent employment opportunities.

The social economy meets a combination of economic and social objectives at the community level. In some cases, these initiatives have the potential to evolve into market driven private sector enterprises. In other cases, they represent an investment in social infrastructure, community service, or community economic development. The involvement of the community-based sector, sometimes referred to as the "third" sector, is essential in a vibrant economy.

Many presentations made in the consultations focused on the contribution and potential that the social economy could play in the province's overall jobs and growth agenda.

Priorities for Action

© Government, in partnership with the Premier's Council on Social Development and other key stakeholders, will explore strategies and means for stimulating the social economy in the province to support and complement private sector employment and wealth creation.

Small Business

"... small businesses are the main engine of growth, and SABRI is confident that many opportunities can be pursued with individual entrepreneurs in small enterprises."

- Mr. Dennis Coates, St. Anthony Basin Resources Inc

It was repeatedly stressed throughout the consultations that a balance needs to be struck between larger scale developments and the need to foster the growth of small enterprises in all areas of the province. More than 95% of all business enterprises in Newfoundland and Labrador employ fewer than 50 people - the upper limit most often used in defining small business - and almost 80% of all businesses in the province employ less than five people. Small businesses create more jobs each year in Canada than any other component of the economy. The small business sector was identified in the consultations as a major economic opportunity whose potential has yet to be fully tapped in the province, especially in rural areas.

Priorities for Action

Greater emphasis on small business

© Government will give greater priority and emphasis to small business development in its renewed jobs and growth agenda, through new initiatives on the tax, regulatory and direct investment support fronts, championed by the new Department of Industry, Trade and Rural Development.

© Government will establish a Small Business Advisory Council reporting to the Minister of Industry, Trade and Rural Development to provide ongoing advice and support on small business development issues.

5.0 CREATING THE RIGHT ENVIRONMENT

Attracting New Investment and Keeping Business Competitive

Over the last several years, we have seen dramatic changes in our economy. These changes have altered the roles of all stakeholders. Government is no longer seen as having the sole responsibility for economic development. Economic development is now seen as a concerted, collaborative responsibility of all stakeholders.

"Businesses create products and jobs, the workers actually make it happen, and government's role is to provide the environment and infrastructure necessary to encourage and assist both new and expanding businesses."
- Mr. Wallace Roberts, Seacraft Limited, Hermitage

The primary role of government is to ensure that a conducive overall environment is maintained so that we can take effective and timely advantage of the economic opportunities available to us. Maintaining and enhancing this environment requires that all stakeholders be aggressive in seizing the agenda together and be bold enough to adopt new approaches. It also requires us to focus on the many factors that contribute to the creation of the "right" environment to attract new investment and keep the business community competitive. The key factors, based on what we heard in the consultations, are summarized below.

- Encouraging new business investment and keeping business competitive will require that we pay attention to the structure and administration of our tax regime. This includes our personal income tax regime, our corporate tax regime, and our payroll tax regime.

"Availability of financing is a serious problem for all entrepreneurs during business start-ups, ... financing continues to be a major impediment to business and growth."
- Mr. Peter O'Brien, The Canadian Federation of Independent Business

- It will require us to look at new ways of enhancing access to investment capital and to re-examine government's role in providing direct financial assistance to business.

- It will require us to maintain sound public finances so that there is a stable overall investment climate in the province.

- It will require us to maintain a responsive and balanced regulatory regime.

- It will require us to invest in modern telecommunications, transportation, municipal and social infrastructure in all regions of the province to be competitive internationally.

"Unnecessary or inflexible regulations impose burdens on new and existing businesses, hinder the development of job creation activities and restrict the province's economic expansion."
- Manufacturers Forum, St. John's

- It will require us to use technology more effectively.

- It will require us to enhance and coordinate our public and private sector research and development capabilities in the province to support emerging new economic opportunities.

- It will require us to attract new investment and enterprises into the province in a manner complementary to locally grown industry by marketing our strengths on the national and international stage.

- It will require us to be outward looking, both nationally and internationally, in seizing new opportunities.

- It will require us to ensure we have responsive, coordinated, streamlined and accessible government support programs to foster economic growth.

Priorities for Action

Continued reform and reduction of provincial income taxes

- Government will continue to reform and reduce provincial income taxes as our financial position permits in accordance with the three year plan announced in 1999. This will build a more competitive overall business environment, help to attract and retain a highly skilled workforce, and stimulate the economy directly through increased consumer spending. This will be accomplished without compromising our ability to provide quality and sustainable health care and other essential social programs.

Easing the payroll tax for small business

- On April 1, 2000, government increased the tax-free threshold for the payroll tax from $150,000 to $400,000. This removed 1,300 small businesses from the payroll tax and put more than $6 million back in the hands of entrepreneurs for reinvestment in their businesses each year. This will help existing small businesses expand and create more employment. It will also address one of the major factors cited in the consultations as an impediment to new small business start-ups.

- Steps taken by government over the past several years to increase the payroll tax-free threshold now mean that over 90% of all businesses in the province are no longer subject to the payroll tax. Government will continue on the path of easing the payroll tax burden on business as the province's fiscal situation permits, with the goal of eventually eliminating it altogether.

New venture capital tax credit programs

- In direct response to the public consultations and following dialogue with the private sector, government introduced two new venture capital tax credit programs in the Fall of 2000. Both of these initiatives will provide investors with tax incentives to invest in new and expanding local businesses, with enhanced incentives if they invest in rural areas. An annual budget of $2 million has been allocated for these initiatives which should leverage up to $10 million each year in new venture capital for small businesses. Government will monitor private sector and investor interest in these new initiatives closely and will make additional resources available as demand warrants in keeping with the economic benefits generated from these initiatives.

Maintaining a competitive overall corporate tax regime

© Government will explore with industry and key stakeholders, other ways in which the tax system can be used as a development tool to stimulate new private investment in strategic and targeted growth sectors of the economy, as was accomplished in 1999 with the introduction of the telefilm tax credit program.

© Our overall corporate income tax regime, especially our manufacturing and small business tax regimes, are among the most competitive in the country. Government is committed to ensuring this remains the case over time in order to attract new investment and keep businesses competitive in Newfoundland and Labrador.

New equity for small businesses

© Government established a new $2 million Seed Capital Equity Program on April 1, 2000 in direct response to the jobs and growth consultations. This program makes seed equity of up to $50,000 available, on a matching basis, to new entrepreneurs or existing small businesses seeking expansion opportunities in emerging areas of the economy offering significant growth potential.

© Government also created a new $500,000 Business and Market Development Program on April 1, 2000 to complement the Seed Capital Equity Program. This program provides new entrepreneurs or expanding small businesses with access to resources, on a matching basis, to help them acquire the necessary business expertise to research and pursue new business ideas, new markets and new investment capital for their products or services.

Strengthened support for micro-businesses

© In cooperation with the federal government, the highly successful Collective Enterprise Development Program will be expanded. This initiative is delivered by the Newfoundland and Labrador Federation of Cooperatives in partnership with various community based development organizations throughout the province. It provides micro-loans, ranging from $500 to $5,000, as well as peer counselling services to very small businesses and self-employed entrepreneurs, through membership in cooperatives and business credit groups. The micro-loans are provided directly by commercial lenders and are guaranteed by a $1 million fund to which the Federation and the Department of Industry, Trade and Rural Development have each contributed $500,000. Since first piloted in 1997, this initiative has assisted in the start-up or expansion of almost 200 micro-businesses, providing employment for more than 250 people.

New small business capital for fisheries dependent communities

© An investment of $10 million has been made in partnership with the federal government to provide new risk capital for small to medium sized businesses in communities affected by the collapse of the groundfish industry. This new pool of capital will be managed by

the 15 Community Business Development Corporations in collaboration with the regional economic development boards. This reflects the call that was made in the consultations for greater local access to and involvement in small business investment decision-making.

Support for women entrepreneurs

© Women entrepreneurs are a driving force in the growth of small businesses across Newfoundland and Labrador. The province will work with the federal government to ensure that the support women entrepreneurs need to help grow the economy and create new jobs is available through such instruments as the Newfoundland and Labrador Organization of Women Entrepreneurs, the Collective Enterprise Development Program, and the Canada-Newfoundland and Labrador Business Service Network.

© Government will examine opportunities for extending across the province a small business investor-entrepreneur matching service that is being piloted by the City of Mount Pearl in partnership with Industry Canada.

© Government will explore with the commercial banks and other sources of business capital, including federal development agencies and credit unions, means of facilitating a better flow of capital to meet the needs of the small business community in the province.

A responsible regulatory regime

© Government will continue its efforts to cut red tape and ensure its regulations do not undermine the development of the economy, especially our small businesses. It will do so without sacrificing legitimate public policy imperatives such as the protection of the environment and workplace health and safety.

A competitive and effective workplace health, safety and compensation system

© A competitive and effective workplace health, safety and compensation system is important to both employers and workers. Workplace injuries and associated compensation costs have increased significantly in the province in recent years. Employer premiums have risen on a comparable basis to deal with this situation and are now the highest on average in Canada and thirty percent higher than the average of the other Atlantic provinces. We need to collectively ensure that the system is fair, affordable and sustainable over the long term. A task force appointed by government to review the overall situation recently completed its work. The findings of the task force have been released for public review and government will move quickly on them to protect the integrity of the overall system.

© The Province will work with the federal government to ensure that the recently announced $300 million Atlantic Innovation Fund is directed at research and development needs in Newfoundland and

Labrador to take full advantage of emerging economic opportunities in both traditional and new economy industries.

A stronger focus on R&D

© In a rapidly changing global marketplace where knowledge and technology are the hallmarks of the new economy, it is imperative that businesses invest in research and development to remain competitive and capture new economic opportunity. Government will consult with the business community and other key stakeholders to explore potential means of enhancing the existing 15% provincial research and development tax credit to encourage greater investment in R&D by the private sector, especially in rural areas.

An enhanced investment prospecting agenda

© To capture growing national and international investor interest in our province's economic potential, an enhanced and focused investment prospecting effort will be developed and implemented by the new Department of Industry, Trade and Rural Development. A balanced investment prospecting agenda will be adopted that reflects the needs and opportunities of all regions of the province, both urban and rural. We also need to work in partnership with the private sector in pursuing this agenda and to develop the right tools and incentives to be taken seriously on the world stage - to be a truly competitive force in the marketplace.

Trade Team Newfoundland and Labrador Incorporated

© Complementary to a new investment prospecting strategy, government will give greater attention to trade and export development as a means of creating new jobs and diversifying our economy. Subject to federal financial participation, this will be achieved through a new initiative called Trade Team Newfoundland and Labrador Incorporated, involving federal and provincial government departments as well as industry associations, regional economic development boards, the Federation of Municipalities and other key stakeholders. The needs of and opportunities in rural Newfoundland and Labrador will receive particular attention in this initiative.

A targeted trade strategy

© A targeted approach to trade and export development will guide the activities of this new initiative. It will focus on designated industrial sectors and markets around the world, such as Ireland and New England through dedicated trade "desks" modeled after and possibly incorporating the Ireland Business Partnerships initiative. Strong linkages will be established between Trade Team Newfoundland and Labrador Incorporated and the province's new investment prospecting agenda.

© The EDGE program has been an important tool in attracting new business investment to Newfoundland and Labrador. It currently

provides a ten year provincial corporate and payroll tax "holiday" for qualifying businesses, and allows municipalities at their own discretion to grant municipal tax "holidays" to designated EDGE companies for the same period. In support of government's new investment prospecting agenda, the EDGE program will be refocused and enhanced to target investment that would not otherwise find its way to Newfoundland and Labrador. The goal will be to make Newfoundland and Labrador the most competitive location in Canada for attracting new businesses vis-a-vis our overall corporate tax regime. The Irish adopted an aggressive corporate tax reduction strategy in the late 1980s and have cited it as a key factor in encouraging major new inward investment from international companies over the past decade and the subsequent economic transformation of Ireland. Details on a sharpened EDGE program will be announced in the near future.

Sharpening the EDGE program

Increased EDGE benefits for rural areas

© In recognition of the particular challenge of attracting new investment to rural areas of Newfoundland and Labrador, the refocused EDGE program will provide enhanced tax benefits for qualifying businesses that establish outside the North East Avalon region. In these areas, the tax "holiday" will be extended from the current ten year period to fifteen years.

© The federal government has a responsibility to provide a modern, reliable and competitive marine transportation service across the Gulf to meet the needs of our expanding economy. The Government of Newfoundland and Labrador will continue to promote this as a priority with the federal government.

The need for federal action on ...

- marine
- air and
- telecommunications

© Government will also press the federal government to ensure it discharges its national responsibility and duty to maintain effective and responsive air transportation facilities and services throughout the province in keeping with the needs of our economy and the needs of our people. The recent merger of the two private national airlines makes this an imperative.

... infrastructure and services

© Modern, efficient and cost-effective telecommunications infrastructure is essential to a healthy economy and a healthy society in today's global environment. Access to modern telecommunications infrastructure also has the potential to "level the playing field" for all regions of the province. This is particularly important if we are to take full advantage of the growing opportunities associated with the knowledge based economy, including the information technology industry and e-commerce. Today, crowded telephone lines and inadequate telecommunications equipment in rural communities are seriously limiting our potential for growth. This is an issue requiring action by the federal government, which has exclusive regulatory responsibility in this

area, and by the major telecommunications companies, which have an obligation to provide reliable and quality service. Government will continue to work with the industry, the federal government and other key stakeholders to ensure this issue is fully and adequately resolved in a timely manner. A recent commitment by NewTel Communications to invest $40 million to upgrade its telecommunications network throughout the province is a solid step in the right direction, as is the creation by the federal government of a national task force to develop a strategy for the country as a whole.

A new Department of Industry, Trade and Rural Development

© The Department of Development and Rural Renewal and the Department of Industry, Trade and Technology have been combined to form a new Department of Industry, Trade and Rural Development. This brings together, in a single department, government's core economic and business development agenda. The new department will play a leadership role in shaping the overall environment for investment and employment growth in the province, in keeping with the new directions and priorities for action outlined in this report. It will focus on economic and business opportunities in all regions of the province, giving particular attention to rural areas. The department will also ensure that government's new investment prospecting and trade/export development initiatives play a more prominent role in developing the regions of the province. At the same time, the new department will bring a sharper focus to development of emerging new sectors of our economy for the benefit of the province as a whole.

Improved access to government services for business

© The consultations also emphasized the need for greater coordination among federal, provincial and community economic development agencies at the local level. The recently established network of "single window" business service centres in each of the 20 economic zones will be strengthened to achieve this objective. This will bring existing federal, provincial and community organizations together in single locations to provide more accessible and streamlined "one-stop" services to small businesses. A $1 million investment by the federal and provincial governments will be made in support of this initiative.

© In the further pursuit of a more coordinated, streamlined and efficient federal and provincial economic development delivery system, the province will explore, with the federal government, the merits and feasibility of combining the business assistance programs and services offered by ACOA and the new Department of Industry, Trade and Rural Development into a single federal-provincial agency, possibly modeled after the Canada-Newfoundland Offshore Petroleum Board.

An "e-government" task force

©© An "e-government" task force will be established to deliver more government services through the Internet wherever feasible, including services of direct relevance to the business community. Advances in information and telecommunication technologies are starting to eliminate the geographic barriers that often made it difficult for people and businesses in rural and remote areas to access government services. This initiative will help overcome these barriers and will complement government's plans to strengthen access to public services in all regions of the province in partnership with the federal government and communities.

© Government will examine ways of strengthening and enhancing Government Service Centres across the province to provide more efficient access to the regulatory services that individuals and businesses need.

Increased emphasis on sustainable development ... through a new Department of Environment

© The consultations stressed the need to focus on sustainable development, both in terms of generating new employment opportunities that can be sustained over the long term and in regards to environmental stewardship and protection. Opportunities to grow our environmental services industry from a business point of view also depend on our approach to and success in environmental stewardship. As we enter the 21st century, the environment must play a more prominent role in government's overall policy agenda - including the jobs and growth agenda. A dedicated Department of Environment has been created to achieve this objective.

6.0 A Focus On Education and Youth

An Investment in People

In virtually all public consultation sessions and all sectoral forums, the critical importance of education and the development of our most important resource – our people but especially our youth – was emphasized as a key ingredient for long term economic success. Presenter after presenter cited the strategic role played by education in the recovery and vitality of the economies of such countries as Ireland, Iceland and the Scandinavian nations. It is clear that there is no greater investment we can make than in the education of our youth - for their own economic futures - but also for the long term economic prosperity of the province as a whole. Four key themes were highlighted in the consultations to that end.

"... the value of education for economic success has been clearly demonstrated. The link between higher levels of education and better employment prospects ... and higher income has been demonstrated over and over."
- Mr. Fred Andrews, Newfoundland and Labrador Teachers Association

A New Focus on Youth. We heard that a renewed approach to engaging the youth of our province in shaping the future is needed. Youth need to take on an increasingly active role in determining the directions we adopt over the long term. We need to encourage their participation as full partners in the renewal process with all other major stakeholders. We also need to focus more effectively on the critically important challenges confronting our youth in the new economy.

Excellence, Equality of Opportunity and Entrepreneurship in the K-12 System. Excellence in the Kindergarten to Grade 12 system was viewed as being extremely important to providing the foundation for our children to succeed in a vibrant, knowledge based economy. The need to develop entrepreneurial skills throughout a child's education, starting at an early age, received particular attention, as did the need to develop strong literacy skills, including computer literacy. Presenters also spoke to the importance of equality of opportunity in the education of our children, whether they live in major urban centres or small rural communities. The work of the Ministerial Panel on Educational Delivery in the Classroom was referenced repeatedly in the consultations as an opportunity to address these challenges.

"...youth are our greatest resource. The word 'resource' often has to do with... natural resources. But in terms of youth, we mean resource as a source of support, guidance or aid. In other words, we can help. Let the youth of this province help forge the tomorrow that we hope to inherit".
-Mr. Jason Beck, Youth Representative, Kittiwake Economic Development Corp.

Access to Post-secondary Education and Training Opportunities. Access to affordable post-secondary education, training and life-long learning opportunities was stressed repeatedly by presenters. We heard that heavy student debt loads upon graduation are influencing the way young people are making decisions about their future. This is particularly challenging for students from rural areas who incur significant living costs in addition to tuition. It was suggested that graduates often seek employment outside the province in order to deal with the immediate need to address their accumulated student debt, especially when the labour market in Newfoundland and Labrador does not always offer an early job opportunity in their field of study. Presenters also indicated that high student debt discourages many graduates from pursuing an entrepreneurial career involving the start-up of their own businesses.

"... our educational system should be in step with the North American trend towards entrepreneurial careers, and ensure that our high school graduates have those skills."

- Ms. Margaret Ayad, Baccalieu Trail Board of Trade

Ensuring the Education and Training System Remains Relevant and Adaptable to the Needs of the Economy. Many people talked about the strategic importance of education and training for the further development of the economy, especially in newly emerging sectors of our economy. Presenters emphasized the importance of more effectively matching and coordinating education and training programs with existing and future industry needs. Workplace training was also identified as a key contributor to ongoing skills development in a constantly changing global economy, and an important means for firms to improve their competitiveness. The need for creative approaches to equipping and helping youth make a successful transition from school to work was also highlighted, as was the need to ensure that women have equality of opportunity to participate in the economy.

Priorities for Action

A department dedicated to youth

© A new Department of Youth Services and Post-Secondary Education has been formed to focus specifically on developing the potential of the province's youth and to provide an avenue for their views to be heard and fully integrated in government's economic and social development agendas. An Advisory Council on Youth will also be established to advance these objectives.

The Ministerial Panel on Educational Delivery in the Classroom

© Government will act on the Ministerial Panel on Educational Delivery in the Classroom as a priority to achieve excellence, equality of opportunity and entrepreneurship in the K-12 system. Additional resources were made available in 2000-01 to meet key needs identified during the Panel's consultations, including the following measures:

- © New resources totaling $2.5 million were invested for curriculum enhancements in the classroom. This is in addition to the core annual curriculum budget of $4.5 million.
- © Some $15 million in classroom teaching positions were retained that would have been removed from the system under the former teacher-ratio funding formula due to overall declining enrollment. This will primarily benefit rural areas in keeping with the need to equalize educational opportunities in the classroom between urban and rural communities.
- © The core annual investment in professional development of teachers was increased by almost $1 million annually. This will provide teachers at all levels with the required skills and knowledge to deliver relevant and effective curriculum in the classroom in a constantly evolving economic and social environment.

Additional strategic investments will be made in the education system over the next several years to further implement the Panel's vision.

A new Centre for Distance Learning and Innovation

© A key recommendation of the Ministerial Panel was the establishment of a Centre for Distance Learning and Innovation that would assume responsibility for the development and delivery of an expanded slate of distance education courses to rural students, new Internet-based professional development tools for teachers, and enhanced ser ices to adult learners, including ABE. The intent is to help "level the playing field" between urban and rural communities. Government will act to establish this Centre early in 2001.

A Strategic Literacy Plan

© Government released a Strategic Literacy Plan in 2000 that was developed in consultation with key stakeholders. The Department of Education, as its first action under the plan, established a $1 million Literacy Endowment Fund, matched on an equal basis by the National Literacy Secretariat. The Provincial Literacy Council is in the process of seeking an equivalent contribution from the private sector. Government will continue to act on the Strategic Literacy Plan, giving emphasis and priority to rural needs as well as additional investments as the province's fiscal situation permits.

Making post-secondary education more affordable

© Government is committed to making post-secondary education and training more affordable within the context of the province's overall fiscal position and the federal government's role and responsibility to invest in this area as well. This is important from both an economic and a social deve'opment perspective. Government has provided additional resources to Memorial University and the College of the North Atlantic to permit tuition rates to be frozen for a three year period, ending in 2001-02. Government will further ease the burden on our students by reducing tuition at Memorial University, starting in 2001. Government will also take steps to reform the Student Aid Program in response to concerns over high levels of student debt.

A new Labour Market Development Council

© To ensure our post-secondary education and training system responds effectively to the needs of our people and economy, a new Labour Market Development Council has been established. It is a partnership between government, industry, labour and post-secondary institutions. A mechanism will be established to bring other stakeholders into the deliberations of the Council over time, including the volunteer "community" sector, to ensure equality for all citizens. The Council will act as a forum for communication, dialogue, collaboration and coordination, at a strategic level, among key stakeholders.

A Labour Market Development Strategy for the province

© The Labour Market Development Council will also provide advice to government on the formulation of a Labour Market Development Strategy for the province, which is being pursued under the Strategic Social Plan. This strategy will identify the evolving labour market needs of the economy and the measures necessary to address them. Particular attention will be given to the needs of youth entering the labour market for the first time; the lifelong training needs of workers in an ever changing and demanding workplace; the needs of older workers who find themselves unable to adapt to technological and other structural changes occurring within traditional industries; the needs of women who continue to face barriers to their participation and economic equality in both traditional and new economy industries; the need for "niche" skills in major resource development projects; and the needs of disadvantaged members of society who face barriers to productive participation in the labour force.

Targeted investments in the labour market

© The federal and provincial governments presently invest over $150 million annually on various employment and training programs that are designed to help individuals become active and productive members of the labour force. The federal government plays the most dominant role in this regard through Human Resources Development Canada. In 1996, the Canada-Newfoundland Labour Market Development Agreement was entered into to coordinate federal and provincial investments in this area. A complete review of these arrangements and investments will be undertaken to ensure resources are being targeted at key provincial labour market needs and priorities in keeping with the evolving nature of our economy, especially in rural areas.

© An area government has given immediate attention to is the significant opportunity for greater participation by Newfoundlanders and Labradorians in the international marine transportation industry. Worldwide demand for ships' captains, navigators and engineers is growing rapidly. There is an estimated international shortage of 200,000 seafarers at present - over 40,000 new people need to be trained each year to meet the needs of the industry around the world. The Nautical Science and Marine Engineering Program at the Fisheries and Marine Institute of Memorial University has an international reputation for producing highly skilled graduates in this field, but its training capacity is currently limited to approximately one hundred students annually. Government has made a strategic investment in the Fisheries and Marine Institute, in partnership with Memorial University and industry, to double the training capacity for the Nautical Science and Marine Engineering Program. This will open up new long term employment opportunities for our young people. Particular attention will be given to promoting participation of women in this initiative.

Given that an overwhelming majority of our mariners maintain their homes and families in rural communities, an increase in training capacity will also contribute to a stronger rural economy over time.

A youth employment action plan

© A Youth Employment Action Plan is under development at the national level, with the active participation of all provinces, including Newfoundland and Labrador. This strategy will be released shortly and will serve to coordinate federal and provincial youth initiatives in this province in a more effective manner.

Student Opportunity Investment Fund

© A Student Opportunity Investment Fund will be established to give post-secondary students valuable work experience and to assist them at the same time in meeting the costs of a post-secondary education.

7.0 STRATEGIC PARTNERSHIPS

"The first principle of success in economic development is partnership. Partnership is today's way of doing business, because it allows flexibility in our rapidly changing global economy."
- Ms. Barbara Brook, Gander Economic Development Task Force

"Creative, innovative and substantive ways must be found to engage all sectors of the province in collaborative efforts to address key economic and social development issues and to facilitate the management of change in the province."
- Ms. Penelope Rowe, Community Services Council of Newfoundland and Labrador

Collaboration and Cooperation

Throughout the consultations, people told us that collaboration and cooperation must be the hallmark of our approach to development in the 21st century. And not just within an economic context. Presenters stressed the need to develop effective new partnerships between economic and social development stakeholders.

It was noted by many presenters that cooperation and collaboration, where it is occurring in the province, is achieving significant results. Whether faced with exciting opportunities or difficult challenges, people have learned that successful outcomes are more likely to occur for the benefit of all if they work together. And this experience is not limited to the community development sector. Businesses are increasingly utilizing strategic alliances and other forms of partnership (private and public) to pursue new opportunities.

The regional economic development boards, and the newly formed regional committees tasked with implementing the Strategic Social Plan, are leading this challenge at the community and regional level. We need to elevate this effort to a higher more strategic level that focuses on the "big picture" provincially. The Irish have cited this approach as one of the major factors in successfully advancing the economic and social interests of its citizens.

The challenge for us as a people will be to forge new partnerships between government, business, labour and "community" so that we are able to reach out and successfully secure the opportunities available to us at all levels. Success will come only when everyone decides to pull together, when we put old ways and approaches aside for the greater good of the province, and adopt, as our own, a new way of working and thinking. We need to seize the agenda together if we are to secure the future together.

Priorities for Action

Exploring new partnerships - learning from others

© In partnership with business and labour, government will explore new models of strategic cooperation and collaboration to guide our overall economy in the new millennium. This will include a government sponsored mission to Ireland and other selected jurisdictions to see first hand how this challenge has been approached and used successfully in other countries. Government will also engage the voluntary "community" sector in this process to ensure appropriate linkages between social and economic development are fully considered in any new approach.

© Government will continue to explore, with the Premier's Council on Social Development, strategies and means to integrate social and

economic policy development in the province, building on the directions already charted through the Strategic Social Plan.

Enhancing the role of labour

© In recognition of the important role labour plays in our society and economy, and the need to build stronger partnerships between labour, business, community groups and government generally, a dedicated Department of Labour has been created to foster, among other important objectives, a labour relations environment in the province that will support the overall jobs and growth agenda.

Continued dialogue

© Government will continue an open dialogue with stakeholders in implementing the renewed jobs and growth agenda. Annual "taking stock" sessions between industry groups, labour and the responsible Ministers will be convened to maintain momentum and a focus on strategic priorities for action over time. This is in keeping with the fundamental premise that actions to move the economy forward must be developed and implemented in partnership with stakeholders, and that the jobs and growth agenda must be a "living" agenda, adapted and adjusted over time as circumstances dictate. Government will also consider periodic broad based public consultations on the overall jobs and growth agenda, as was pursued with this process, to ensure all Newfoundlanders and Labradorians have an ongoing opportunity to participate in shaping our future.

8.0 Stronger Communities and Stronger Regions

Stronger Communities - A Stronger Province

Economic development happens within communities. This is where businesses operate and where people are employed. The communities are not just the beneficiaries of this process - they are an integral part of it. Businesses start with a competitive advantage and an entrepreneur. Businesses grow with a supportive community.

The public consultations reinforced that effective development cannot occur with either a top-down or a bottom-up approach. Efforts that are centrally-driven or fragmented and uncoordinated do not produce the desired results. Similarly, efforts at the community level that do not link to overall provincial policies and priorities do not work. The consultations made it clear that provincial priorities and community priorities must come together and that the most effective means to accomplish this is to focus on regional development strategies.

"Developing the (strategic economic plan for our community) brought renewed optimism and a positive attitude that we, a small rural community, had the energy, courage and enthusiasm needed to make a difference in our future."
- Mr. George Hatcher, Isle-aux-Morts Economic Development Board

Stronger communities and stronger regions will lead to a stronger province. We need to ensure that all regions share in our economic progress and that the overall economy develops more on a regional basis as we move forward. This was the clear message delivered in the consultations. The call, however, was not for government to direct the effort and provide all the resources. Instead, the call was for government to help develop the capacity and capability within communities and within regions so that they can take control of and shape their own futures. This is quite a departure from the thinking and attitude prevalent just a few short years ago.

This approach is consistent with the principles which gave rise to the creation of the 20 regional economic development boards in the province. It also goes to the essence of the fundamental strategy adopted in the province's Strategic Social Plan. What is encouraging is that this concept has taken hold so soon and so deeply. This bodes well for the future.

The challenge facing government is to harness that spirit and energy in a productive manner, and to provide the tools for communities and regions to help themselves. The regional economic development boards will continue to be the core institutional mechanism to achieve this from an economic development perspective.

There is also a growing recognition of the importance of linking economic and social investments to support community and regional development in the province. Through the Strategic Social Plan, government has moved to establish regional committees in all areas of the province to build the necessary community and regional partnerships to deliver an integrated approach to social and economic development. The regional committees include representation from the regional

economic development boards. This relationship is an important tool in ensuring that economic and social development move hand-in-hand.

Priorities for Action

A sharper focus on the regional economic development agenda

© The Minister of Industry, Trade and Rural Development will meet with each of the 20 regional economic development boards to review the status of their strategic economic plans and the implementation of their regional priorities for action. Government will work with the boards to bring a sharper focus to the regional economic development agenda in keeping with distinctive regional strengths across the province. Stronger linkages with the private sector, as well as with overall provincial industry development strategies, will also be key ingredients to advancing the regional economic development agenda.

© Government will continue to focus investments from federal-provincial cost-shared economic development agreements toward priorities identified by the regional economic development boards to help improve the long term economic climate in all regions of the province.

A Rural Forum and Exposition in 2001

© To build on the major shift in attitude and growing confidence which is taking place in our province, government will convene a "Rural Forum and Exposition" in 2001 to celebrate, promote and nourish the economic and business successes and opportunities that are before all regions of Newfoundland and Labrador. This will involve entrepreneurs, youth, community, industry and other leaders from around the province.

© Government will partner with the regional economic development boards to promote and strengthen, on a regional basis, the environment of confidence and success and "can do" attitude that is emerging in the province.

© The economic development priorities and diversification opportunities identified by the twenty regional economic development boards and individual municipalities will be integrated with government's new investment prospecting agenda.

A more competitive rural business climate

© Government is committed to establishing a highly competitive business climate in the province, focusing in particular on rural areas. The introduction of the new venture capital tax credit program reflects this commitment. Enhanced incentives are available through this initiative to businesses that establish and expand in areas outside the North East Avalon area. Other similar initiatives that provide a "hand-up" to rural Newfoundland and

Labrador are outlined in this report. More needs to be done on this front - more will be done.

Linking social and economic investments

© Government will continue to move aggressively in implementing its Strategic Social Plan, building on the critically important linkages between economic and social investments at the regional and community levels. Regional steering committees to guide the development of long term regional strategies for social development, linked to regional economic development strategies, are already in place.

© Government will partner with the Newfoundland and Labrador Federation of Municipalities to strengthen the capacity of municipalities to participate in economic development at the local and regional level, in keeping with the enhanced role provided for them in economic development as embodied in the new Municipalities Act.

Investments for stronger communities

© Government, through the Department of Municipal and Provincial Affairs, will continue its $100 million multi-year municipal capital infrastructure program in 2001 and will consider increased investments to its $20 million annual municipal capital improvement program. This will provide new infrastructure investments to help communities participate in a modern economy.

© To strengthen the capacity of local governments to maintain viable communities and capitalize on new growth opportunities, government will provide support to enhance and extend municipal debt relief to benefit communities most in need.

© Government will explore new means of encouraging regional cooperation in service provision between communities to strengthen the environment for economic development on a regional basis. The Newfoundland and Labrador Federation of Municipalities will be engaged in developing a framework for such action.

New investments for Labrador infrastructure

© Modern and reliable transportation infrastructure is critical to economic development. The challenge of meeting this need is particularly acute in Labrador. Government remains committed to working with the federal government to complete the Trans Labrador Highway from Red Bay to Cartwright and from Labrador West to Happy Valley - Goose Bay. The federal government will also be approached to participate with the province in linking Happy Valley - Goose Bay to Cartwright. Government also remains committed to providing a high quality marine link to remote areas of coastal Labrador and the Straits region.

© The coastal communities in Labrador, but especially along the northern coast of Labrador, require new investments in infrastructure in order to fully develop their economies and provide for core social needs of their people. Government remains committed to a three-year $23 million Northern Coastal Labrador Strategic Initiative that commenced in 2000.

A Labrador Economic Action Plan... and a dedicated department for Labrador

© The economic needs and challenges confronting Labrador are different from the Island. Government intends to develop a comprehensive Labrador Economic Action Plan that addresses this reality, based in part on the strategic economic plans prepared by the five regional economic development boards in Labrador. The federal government will be approached to assist financially in the implementation of this plan through a dedicated Labrador development initiative.

© Government has also created a new Department of Labrador and Aboriginal Affairs to ensure the needs and unique circumstances of Labrador are given appropriate attention in government's overall social and economic agendas.

Regionalization policy for government agencies

© The presence of a government agency in a community can have a significant positive economic impact on that community and surrounding area. Most federal and provincial agencies are currently clustered in the North East Avalon region. The consultations suggested that the federal and provincial governments consider a regionalization policy for government agencies as a means of strengthening regional growth centres around the province. The Government of Newfoundland and Labrador has adopted this strategy as one element of its overall regional economic development agenda. It will encourage the federal government to consider a similar approach as has been pursued in other jurisdictions such as in Prince Edward Island which was the beneficiary of the relocation of the Veterans Affairs Department from Ottawa to Charlottetown in 1984 and the establishment of the GST Centre in Summerside in 1992. Implementation of this policy will give particular attention to opportunities associated with any new government organizations that may be established in future.

Fair settlement of Labrador land claims

© The aboriginal peoples of our province are an extremely important part of our heritage, our culture and our future. Government is committed to addressing the economic and social issues facing them. This includes the fair settlement of land claims in Labrador that are critical to the effective advancement, socially and economically, of aboriginal peoples and our province as a whole. Government will give priority to the successful negotiation of aboriginal land claims as part of the jobs and growth agenda.

9.0 SUMMARY

"What is needed is a vision that is shared and understood by all, the leadership to achieve it and a strategy that is inclusive of our outport communities."

- Dr. Hilary Rodriques, IAS Committee for Agrifoods

Moving Forward

There is renewed confidence in the province's economy. We have made good progress in strengthening and diversifying our economy. We should take pride in our accomplishments.

However, challenges remain, and we still have critical choices to make. The right choices will propel us forward. The wrong choices will stall or reverse the gains we have already made. The people of this province recognize this fundamental point.

The comments heard during the consultation process have been and will continue to be considered as we recommit to and renew our jobs and growth agenda. As we go forward, our strategy must continue to be based on the following principles:

- © Government has a major role to play as a **catalyst for growth in strategic areas - yet we cannot be all things to all people**. We must focus on opportunities that hold the most potential for our province.

- © **The private sector is the engine of our economy**. But businesses can only drive the economy when government creates an environment conducive to success and growth. Thus we must **focus on creating the right environment**.

- © **Education and engagement of our youth are two critically important elements to our continued growth**. We are committed to providing an effective, responsive and accessible education and training system for all our people. We are also committed to fully engaging youth in the process of shaping our future.

- © **New ways of advancing the economy through effective partnerships** are essential to maintain our forward momentum and ensure the benefits are shared by all.

- © Development happens in communities throughout the province. We must look to ways to **increase the capacity of communities** to encourage growth, both economically and socially, and we must focus on developing the economies of our regions more fully.

We must now reach out and seize the opportunities before us. The foundations are in place and we have the benefit of momentum. We need to focus, we need to work together, and we must never stand still.

APPENDIX

List of Presenters and General Submissions

List of Presenters

Gander - October 18, 1999

- Kittiwake Economic Development Corporation (Mr. Dave Tulk, Chair)
- Central Consulting Services Inc. (Mr. George Whey)
- Landwash Enterprises (Mr. Gary Troake)
- Newfoundland - Labrador Federation of Cooperatives (Mr. Glenn Fitzpatrick)
- The Millenium Institute For Rural Advocacy (Dr. Audrey Manning)
- Jamestown Lumber Co. and Integrated Forest Products Group Inc. (Mr. Robert Dingwall)
- Fogo Island Co-op (Mr. Cecil Godwin, President)
- Gander Worldwide Inc. (Mr. Allan Scott)
- The Casual Male (Mr. Dave Lane, Youth Owner)
- College of the North Atlantic, Gander Campus (Mr. Mac Moss, Associate District Administrator)
- Superior Waterproof Coatings (Mr. Fred Dixon)
- Gander & Area Chamber of Commerce (Mr. Paul Stride)
- Kittiwake Coast Tourism Association (Mr. Kevin Pritchett, President)
- Square Pond Park (Ms. Mary Holloway)

Grand Falls - Windsor - October 19, 1999

- Exploits Valley Economic Development Corporation (Ms. Cynthia MacEachern)
- Emerald Zone Economic Development Corporation (Ms. Linda Brett, Executive Director)
- Town of Grand Falls - Windsor (Mr. Walwyn Blackmore, Mayor and Mr. Rod French, Director of Economic Development)
- Town of Botwood (Ms. Gloria Butt, Mayor)
- Bishop's Falls Development Corporation (Mr. Doug Tucker, Vice-Chair)
- DRL Coachlines (Mr. Jason Roberts)
- Green Bay Mussel Growers (Mr. Job Halfyard)
- Exploits Regional Chamber of Commerce (Mr. Gerald Thompson)
- Environmental Resources Management Assocation (Mr. Fred Parsons, Executive Director)
- Brookdale Country Lodge (Mr. Phil Lingard)
- SSP Central Region Steering Committee (Ms. Heather Hillier, Executive Director)
- Mr. Mike Bland (Private Individual)
- Mr. Maurice Budgell (Private Individual)
- Dr. Lloyd Ryan (Private Individual)
- Fabric & Fashion Ltd. (Mr. Paul Shea)

Gander - October 21, 1999

- Gander International Airport Authority (Mr. Gary Vey, Executive Director)
- DMG Ltd. (Mr. Terry Parsons, Manager)
- Gander River Management Association (Mr. Carl Tessier)
- Pritchett's Building Supplies (Mr. Kevin Pritchett)
- Newfoundland Bonding and Composites (Mr. Bob Gosse, President)
- Gander Golf Club (Mr. Tom Jones, President)
- Classic Stone (Mr. Gerrry Pritchett, President)
- Gander Flight Training (Mr. Patrick White)
- Town of Gander (Mrs. Bonnie Pritchett, Councillor and Chair, Economic Development Committee)
- Mr. John Lannon & Son (Private Individuals)
- Gander Economic Development Task Force (Ms. Barb Brook, Research Facilitator)
- Thomas Howe Forest (Mr. John Lush, Director)

Harbour Breton - October 25, 1999

- Coast of Bays Economic Development Corporation (Ms. Tracy Perry, Executive Director)
- ConAqua Ltd. (Mr. Bill Carter)
- Town of Harbour Breton (Mr. Churence Rogers, Mayor)
- SeaCraft Limited (Mr. Wallace Roberts)
- Town of St. Jacques/Coomb's Cove (Ms. Mildred Tobin, Mayor)
- Coast of Bays Economic Devopment Corporation (Mr. Harold Murphy, Aquaculture Devel. Officer)
- Mr. George Sutton (Private Individual)
- Ms. Charlene Tibbo (Youth Representative)
- Town of Hermitage & Sandyville (Mr. Doug Rose, Mayor)
- Mr. Linus Lawrence (Private Individual)
- Scallop Culture Consultancy Inc. (Dr. Patrick Dabbinett)
- Harbour Breton Golf Association (Mr. Lawrence Mahoney)

- South Coast Development Association (Mr. Verdon Nolan)

Marystown - October 26, 1999

- Southern Newfoundland Seaweed Co. (Ms. Noella King and Ms. Annie Hillier)
- Edwards and Associates Ltd. (Mr. Ian Edwards, President)
- BPK Consultants International (Mr. Ray Kavanagh)
- Town of Marystown (Mr. Dennis Kelly, Town Manager)
- Schooner Regional Development Corporation (Mr. Paul Pike, Chair)
- Jerseyman's Island Cod Farm (Mr. Bernard Norman)
- Grand Bank Development Corporation (Mr. Earl Hann, Economic Development Officer)
- Marystown Burin Area Chamber of Commerce (Mr. Kevin Pickett, Executive Director)
- Grand La Pierre Development Committee (Mr. Paul Bolt, President)
- Marystown Economic Development Committee (Mr. Jim McCarthy, Councillor and Chair)

Corner Brook - October 28, 1999

- Humber Economic Development Board Inc. (Mr. David Reid, President)
- Mr. Nelson Bennett (Private Individual)
- Appalachian Trail Foundation of Newfoundland (Dr. Michael A. Roy, Founding Chair)
- Corner Brook Chamber of Commerce (Mr. Bill Lundrigan)
- Fisheries Association of Newfoundland and Labrador (Mr. Alastair O'Reilly, Exec. Director)
- Newfoundland & Labrador Organization of Women Entrepreneurs (Ms. Renee Pye, Regional Facilitator)
- Newfoundland and Labrador Chamber of Mineral Resources (Mr. Timothy Froude, Exec. Director)
- Corner Brook Economic Development Corporation (Mr. Dave Luther, Mayor and C.B.E.C Chair)
- Theatre Newfoundland and Labrador (Ms. Gaylene Buckle, Administrator)
- Nova Recycling (Mr. Charlie Flight, President)
- Town of Pasadena/Crown of the Valley Development Corporation (Mr. Derrick Simmons and Mr. John Parsons)
- Blomidon Cat Skiing (Mr. Glenn Noel)
- Town of Humber Arm South (Mr. Clarence Galliott, Councillor)
- Western Newfoundland Visitors and Convention Bureau (Ms. Sharon McLennon)

St. Anthony - November 1, 1999

- Nordic Economic Development Corporation (Mr. Robert Genge, Chair)
- Red Ochre Regional Board Inc. (Mr. Sean St. George, Executive Director)
- Straits Development Association (Mr. Murdock Cole, President)
- L'Anse-aux-Meadows & Area Economic Development Committee (Mr. Leonard Kostaszek)
- St. Barbe Development Association (Mr. Ralph Payne, President)
- Town of St. Anthony (Mr. Alonzo Bessey, Councillor)
- Viking Trail Tourism Association (Mr. Damon Clarke)
- St. Anthony Basin Resources Inc. (Mr. Dennis Coates, Executive Director)
- Ms. Cheryl Simms (Private Individual)
- Tuckamore Lodge (Ms. Barbara Genge)
- BEBB Publishing Ltd - The Northern Pen (Mr. Bernard Bromley)
- The Dark Tickle Co. (Mr. Steve Knudsen)
- Nortip Development Corporation (Mr. Richard May)
- Town of Bird Cove (Ms. Augustine Rumbolt, Mayor)

Port aux Basques - November 2, 1999

- South Western Marine and Mountain Zone Corporation (Mr. George Anderson, Chair)
- South West Coast Development Association (Ms. Rita Anderson, Executive Director)
- Isle-aux-Morts Economic Development Board (Mr. George Hatcher, Chair)
- Enviro* West Ltd. (Ms. Eleanor Mauger)
- The Silver Touch Ltd. (Mr. Blaine Organ)
- Grand Codroy RV Camping Park (Ms. Alice Keeping)
- Blue Gold SeaFarms (Mr. Bill Ramsey)
- Town of Channel Port-aux-Basques (Ms. Anethia Sheeves, Mayor)
- Marine Atlantic Restructuring Committee (Mr. John Spencer, Chair)
- Mr. Frances Gale (Private Individual)

- The Gateway Tourism Association (Mr. Michael Muir, President)

Whitbourne - November 4, 1999

- Baccalieu Board of Economic Development Inc. (Ms. Karen Davis, Economic Development Officer)
- Pitcher's Pond Golf Course (Ms. Barb Brown)
- Higdon's Seafoods (Mr. Billy Doyle, Mr. Sam Piercy, Mr. Barry Brace, & Ms. Stella Pitcher)
- FINALY (Ms. Michelle Snow, Chair and Ms. Amanda Walsh, Youth Representative)
- IAS Committee on Agrifoods (Dr. Hilary Rodrigues)
- Lower Trinity South Development Association (Ms. Betty Tuck and Ms. Patricia Cumby)
- Newfoundland and Labrador Fur Breeders Association (Mr. Merv Wiseman, President)
- Woodman Sea Products (Mr. Phil Higdon, Ms. Chloe Thorne, & Ms. Mildred Pitcher)
- Mr. Graham Moores (Private Individual)
- Career Plus (Mrs. Leslie Hynes)
- Baccalieu Trail Board of Trade (Ms. Margaret Ayad)
- Kori Farms (Ms. Hilda Whelan)

Happy Valley-Goose Bay - November 8 & 9, 1999

- Central Labrador Economic Development Board (Ms. Carol Best, Executive Director)
- Labrador Straits Development Corporation (Ms. Cindy Colosimo Robbins, Executive Director)
- Southeastern Aurora Development Corporation (Ms. Patricia Way, Chair)
- Town of Happy Valley - Goose Bay (Mr. John Hickey, Mayor)
- The Birches Gallery (Mr. Herb Brown)
- Ad Hoc Committee for Nursing Jobs Retention (Ms. Doreen Hawco-Mahoney, & Dr. Robert Forsey)
- Battle Harbour Development Association (Ms. Margaret Pye)
- Labrador IT Initiative (Ms. Sheila Downer, IT Development Officer)
- Combined Councils Office of Labrador (Mr. Philip Earle)
- Happy Valley-Goose Bay Conference Centre Multi-Use Theatre (Mr. Dennis Peck)
- Happy Valley - Goose Bay Arts Council (Ms. Dorrie Brown)
- Newfoundland and Labrador Organization of Women Entreprenuers (Ms. Sharon Langdon)
- Labrador - Lake Melville Tourism Association (Mr. Max Peddle)
- Labrador North Chamber of Commerce (Mr. Perry Trimper, 1st Vice President)
- Pressure Pipe Steel Fabrication Ltd. (Ms. Hilda Broomfield, President)
- Central Labrador Economic Development Board (Mr. Dennis Saunders, Youth Director)
- Labrador Winter Trails Inc. (Ms. Michelle Watkins)
- Hickey Construction (Mr. Mike Hickey)
- Canada Post Customer Service Committee (Mr. Hank Shouse)

Labrador City - November 9, 1999

- Industrial Training Development Board - Labrador West (Mr. George Kean, President)
- Hyron Regional Economic Development Corporation (Mr. John Fleet, Manager)
- H. J. O'Connell Ltd. (Mr. Terry Curran)
- Labrador West Chamber of Commerce (Dr. Rehan Malik, President)
- Town of Labrador City (Mr. Darrel J. Brenton, Mayor)
- Town of Wabush, (Mr. Jim Farrell, Mayor)
- Newfoundland and Labrador Organization For Women Entrepreneurs (Ms. Nicky Jackowski)
- Labrador West Employment Corporation (Ms. Lisa Brockerville, Employment Coordinator)
- Combined Councils of Labrador (Mr. Graham Letto, President)
- Keyin College -Labrador West Campus (Ms. Marilyn Snow, Managing Coordinator)
- Labrador West Tourism Development Corporation (Ms. Marion Murphy, President)
- White Wolf Snowmobile Development Corporation (Mr. Paul Kent)
- Mr. Ernest Condon (Private Individual)

New-Wes-Valley - November 15, 1999

- Kittiwake Regional Economic Development Board (Mr. Jason Beck, Youth Representative)
- Kittiwake Regional Economic Development Board (Mr. Dave Tulk, Chair)
- Wesleyville Hatchery (Mr. John Watkins)
- The Cape Freels Heritage Trust Incorporated (Dr. Audrey Manning)

- Gambo Festival Agency (Mr. Jason Kelly, Chair)
- Central Eastern Literacy Outreach Office (Mr. Ed Oldford)
- Beothic Fish Processors Ltd. (Mr. Harry Harding)
- Windmill Bight Golf Course/Resort Steering Committee (Mr. Jim Combdon, Chair)
- Town of New-Wes-Valley (Mr. Kenneth Hoyles, Deputy Mayor)
- The Cape Freels Development Association (Mr. Phyllis Dyke, President)
- Newfoundland and Labrador Medical Association (Dr. Ian Smith)
- Lester Pearson High School (Mr. Don Sturge, Principal)
- Indian Bay Ecosystem Corporation (Mr. Barry Wicks, Manager)
- Carmanville Harbour Authority (Ms. Kim Beaudette)

Clarenville - November 22, 1999

- Discovery Regional Development Board (Mr. Wade Brake, Executive Director)
- Newfoundland and Labrador Federation of Municipalities (Mr. Derm Flynn, President)
- Discovery Trail Tourism Association (Ms. Heather Mills-Snow & Mr. Fred Cooper)
- Random North Development Association Workplace Literacy Project (Ms. Michelle Brown)
- Rising Tide Theatre (Ms. Donna Butt, Executive Director)
- Robertson's Farm (Mr. K. C. Robertson)
- Clarenville Chamber of Commerce (Mr. Mike Edge & Mr. Geoff Bailey)
- Mr. K.R. With (Private Individual)
- Fisheries Association of Newfoundland & Labrador (Mr. Alastair O'Reilly, Executive Director)
- Newfoundland & Labrador Organization of Women Entrepreneurs (Ms. Maria Moran, Reg. Facilitator)
- Newfoundland - Labrador Federation of Co-operative Partnerships (Mr. Jim Winter)
- Women in Resource Development Committee (Ms. Lorraine A. Michael, Exec.. Director & Ms. Michelle Brazil, Community Devel. Coordinator)
- Cabot Caprine Co-op (Mr. Calvin Johnson)
- Discovery SMART Group (Ms. Kathryn Small, Chair)
- Power Slate Ltd. (Mr. Basil Power)
- Ms. Kay Young (Private Individual)
- Mr. Roy Johnson (Private Individual)

St. John's - November 23, 1999

- Captial Coast Development Alliance (Mr. Sean Wiltshire & Mr. Rob Pitt, Co-Chairs)
- St. John's Art Strategy Committee (Ms. Anna Stassis)
- Newfoundland and Labrador Association of Technology Industries (Mr. Emad Rizkalla, Chair)
- Alliance of Manufacturers and Exporters Newfoundland (Mr Lorne Janes, President)
- Newfoundland Environmental Industry Association (Mr. John Drover, Executive Director)
- Canadian Federation of Independent Business (Mr. Peter O'Brien, Vice-President, Atlantic)
- Newfoundland Restaurant Association (Ms. Brenda Power, Director)
- Atlantic Canada Restaurant Association (Mr. Luke Erjavec, Director)
- Newfoundland and Labrador Federation of Labour (Ms. Elaine Price, President)
- Canadian Sealer's Association and the Seal Industry Development Council (Ms. Tina Fagan)
- Ocean Net (Mr. Robert O'Brien, Founding Chair)

St. John's - November 24, 1999

- St. John's Board of Trade (Mr. Martin Lockyer, President)
- Newfoundland & Labrador Federation of Cooperatives (Mr. Keith Sheppard, President)
- Landscape Newfoundland and Labrador (Mr. Mike Murray, President)
- Festival of Flags (Ms. Elaine C. Murray, Project Coordinator)
- Atlantic Commercial Gateway (Mr. Dave Rudofsky)
- Newfoundland and Labrador Teachers Association (Mr. Fred Andrews, President)
- Community Alliance for Better Solutions (Ms. Moyra Buchan & Ms. Joyce Hancock)
- Women Interested in Successful Employment (Ms. Maureen Bethel)
- George's Bus Service (Mr. George Murphy)

Stephenville - November 27, 1999

- Long Range Regional Economic Development Board (Mr. Pat Power, Chair)

- Town of St. Georges (Mr. George Miles, Mayor & Mr. Charles Foote, Deputy Mayor)
- Bay St. George Status of Women (Ms. Sharon Whelan, Executive Director)
- Festival Coast Tourism Association (Ms. Debbie White, Chair)
- Bay St. George South Area Development Association (Mr. Eric Legge, President)
- Port aux Port Development Association (Mr. Wayne Young & Mr. Barry White)
- Burgeo Diversification and Development Corp. (Mr. Greg Hillier, Economic Development Officer)
- Bay St. George Chamber of Commerce (Mr. Fred Pottle, Mr. Perry Tulk & Mr. Leon O'Quinn)
- Town of Stephenville (Mr. Cec Stein, Mayor)
- Newfoundland and Labrador Association for Community Living (Mr. Ray McIsaac)
- Long Range Regional Economic Development Board (Mr. Bob Fisher, Aquaculture/Fisheries Specialist)
- Stephenville Airport Corporation (Mr. Les Campbell & Mr. William McNeil)
- Women in Resource Development Committee (Ms. Lorraine Michael)
- Ms. Crystal Sheehan (Private Individual)

St. John's - December 2, 1999

- Avalon Gateway Regional Economic Development Inc. (Mr. Calvin Manning, Executive Director)
- The Newfoundland and Labrador Film Development Corporation (Mr. Norm Whelan, Chair)
- The Film Producers Association of Newfoundland (Mr. Ken Pittman)
- The Newfoundland Independent Filmmakers Co-op (Ms. Lisa Porter)
- The Alliance of Canadian Cinema, Television and Radio Artists (Mr. Mac Furlong)
- The Film Crew Association of Newfoundland (Ms. Anita McGrath)
- Fisheries and Marine Institute, M.U.N. (Mr. John Conners, Director of Marketing and Business Development)
- Newfoundland and Labrador School Board's Association (Dr. Myrle Vokey, Executive Director)
- Newfoundland and Labrador Chamber of Mineral of Mineral Resources (Mr. Tim Froude)
- Operation ONLINE Inc. (Mr. Jack Botsford, President)
- Mr. J. Leonard Barron (Private Individual)
- Newfoundland Ocean Industries Association (Captain Mark Turner, President)
- Association of Cultural Industries of Newfoundland and Labrador (Ms. Pam Hall, President)
- Newfoundland and Labrador Organization of Women Entrepreneurs (Ms. Mona Wall, Executive Director & Ms. Susan Blagdon, Chair)

Mount Pearl - December 8, 1999

- City of Mount Pearl (Mr. Dave Denine, Mayor)
- Memorial University of Newfoundland (Dr. Axel Meisen, President)
- Craft Council of Newfoundland & Labrador (Ms. Anne Manuel, Executive Director)
- Mount Pearl Canada Community Investment Plan Inc. (Ms. Ramona McCarthy, Chair)
- Newfoundland and Labrador Federation of Agriculture (Ms. Yvonne Rideout, Exec. Director)
- Canadian Executive Services Organization (Mr. Winston Fiander)
- Shells & Fins Ltd (Mr. Rick Pippy)
- Mount Pearl Chamber of Commerce (Mr. William Kennedy, President)
- Big Brothers/Big Sisters Association, St. John's, Mount Pearl & District (Mr. Steve Kent, Executive Director)

St. John's - December 9, 1999

- City of St. John's (Mr. Andy Wells, Mayor)
- Town of Conception Bay South (Mr. Ron Smith, Mayor)
- Newfoundland and Labrador Food Processing Industry IAS Committee (Dr. Hilary Rodrigues & Mr. Terry Pike)
- Bishop's College Enterprise Education Class (Ms. Karen Follett, Ms. Cindy Whitten, Ms. Lisa Loveless, Ms. Jenna Fitzpatrick, Ms. Jillian Stoyles, Ms. Charlotte Morgan, Ms. Andrea Mahoney & Mr. Brian Vardy, Teacher Sponsor)
- Mr. Eugene Conway (Private Individual)
- Dorset Museum (Mr. Neil Lewis)
- Mr. Ed Woodrow (Private Individual)
- College of the North Atlantic (Mr. Vince Withers, Chair & Ms. Pam Walsh, President)
- Newfoundland and Labrador Arts Council (Mr. Randy Follett, Ms. Debbie McGee &

Mr. Peter Soucy)
- Junior Achievement Newfoundland and Labrador (Mr. Rick Penny, Chair)

St. John's - January 6, 2000
- Mr. Graham Moores (Private Individual)
- Community Services Council (Ms. Penelope Rowe, Executive Director)
- P.J. Gardiner Institute for Small Business Studies (Dr. Dale Foster, Faculty of Business Admin. MUN)
- Newfoundland Gays and Lesbians for Equality (Mr. Ron Knowling)
- Newfoundland and Labrador Livestock Council (Mr. Myles Whitaker, Manger)
- The LETS Barter Network (Ms. Lori Heath)
- Ireland Business Partnerships (Mr. Vince Withers, Chair)
- Mr. Michael Kidney (Youth Representative)

St. John's - January 11, 2000
- Newfoundland Science Centre (Ms. Patricia O'Neil, Executive Director)
- Newfoundland and Labrador Explorationists (Mr. Charlie Dearin, President)
- Irish Loop Regional Economic Development Board (Mr. Harold Mullowney, President)
- Certified General Accountants Association of Newfoundland (Mr. Gordon Cook, Governor)
- Newfoundland and Labrador Building & Construction Trades Council (Mr. W.A. (Bill) Parsons, Executive Director)
- School of Continuing Education, MUN (Ms. Anne Marie Vaughan, Associate Director, Research, Development & Marketing)
- Newfoundland and Labrador Federation of Students, MUN (Mr. Raj Sharan)
- Waterford Foundation (Ms. Catherine Barrett, Executive Director & Ms. Juanita Patey)

Hopedale - February 7, 2000
- Rigolet Development Committee (Mr. Dan Michelin)
- Makkovik Development Committee (Mr. John Andersen)
- Adlavik Inn (Mr. Randy Edmunds)
- Post Mill Lumber Company (Mr. Max Kinden)
- Mr. Norman Bloomfield (Private Individual)
Town of Hopedale (Mr. Dean Coombs, Deputy Mayor)

General Submissions
- The Premier's Council on Social Development
- Arnold's Cove Area Chamber of Commerce (Mr. Fredrick J. Framp, President)
- Mr. Ralph Dawe (Private Individual)
- Town of Change Islands (Ms. Doreen Hart, Mayor)
- Mr. Gerard Antle (Private Individual)
- Town of St. Lawrence (Mr. Wayde Rowsell, Mayor)
- Mr. Peter Fenwick (Private Individual)
- Mr. Benedict F. Alexander (Private Individual)
- Mr. Dave Jones (Private Individual)
- Grand River Farm (Mr. Frank Pye)
- Conception Bay North Joint Councils Association (Mr. Ralph Dawe, Chair)
- Newfoundland and Labrador Apparel Industry IAS Committeee (Mr. Alastair Allan, Chair)
- Literacy Development Council of Newfoundland & Labrador
- Recycling Depot Operators' Association (Mr. Len Pitcher, President)
- Newfoundland T'Railway Council (Mr. Eric Legge, President)
- Mr. Dave Denine (Private Individual)
- Bio-East: The Biotechnology Working Group for Newfoundland and Labrador (Mr. Dave King, Chair)
- Canadian Evaluation Society, Newfoundland Chapter (Ms. Michelle Sullivan, President)
- Protected Areas Association of Newfoundland and Labrador (Ms. Laura Jackson)
- White Bay South IAS Committee (Mr. Robert Hutchings, Chair)
- Ecological Resources and Associates (Mr. John Melindy)
- Open Learning and Information Network (Ms. Erin Keough, Executive Director)
- Town of St. Albans (Mr. Jerome Power, Mayor)
- Marine Institute (Mr. L .G. O'Reilly, Executive Director)
- J. T. Swyers Company Ltd. (Mr. Jim Sawyers)
- Coast of Bays, Exploits Valley and Emerald Zone (Mr. Stan Singh, IT Coordinator)
- Labrador Winter Trail Inc. (Ms. Michelle Watkins)
- Newfoundland and Labrador Employers' Council (Ms. Marilyn Tucker, President)
- Anonymous Submission